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# Supply and Services Canada

1993-94  
Estimates



Part III

Expenditure Plan

## The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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## Preface

This Expenditure Plan is designed to be used as a reference document. As such, it contains several levels of detail to respond to the various needs of its audience.

The Estimates Part III document is designed to permit easy access to specific information that the reader may require. The Table of Contents provides a detailed guide to the contents of each section and a financial summary in Section I provides cross-references to the more detailed information found in Section II. The index gathers information by subject matter. In addition, references are made throughout the document to allow the reader to find more details on items of particular interest.

This year, the Part III document contains information and details concerning the various organizations and Service Lines in Supply and Services Canada (SSC) that were previously published in the SSC Annual Report.

The Plan is divided into three sections.

**Section I** presents an overview of the Program and a summary of its current plans and performance. It also contains a comprehensive overview of SSC including performance data and accomplishments over the past year. Section I is preceded by Details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents and to help in assessing the Program's financial performance over the past year.

**Section II** describes each Activity in more detail, and identifies, for each Sub-Activity, the expected results and other key performance information that form the basis for the resources requested.

**Section III** provides further information on costs and resources as well as special analyses that the reader may require to understand the Program more fully.



## Table of Contents

### Details of Spending Authorities

A.	Authorities for 1993-94 — Part II of the Estimates	5
B.	Use of 1991-92 Authorities — Volume II of the Public Accounts	7

### Section I

#### Program Overview

A.	Plans for 1993-94	8
1.	Highlights	8
2.	Summary of Financial Requirements	10
B.	Recent Performance	12
1.	Highlights	12
2.	Review of Financial Performance	15
C.	Background	16
1.	Introduction	16
2.	Mandate / Mission Statement	16
3.	Program Objective	17
4.	Program Organization for Delivery	17
5.	Methods of Financing	25
D.	Planning Perspective	28
1.	External Factors Influencing the Program	28
2.	Planning Objectives	30
3.	Initiatives	31
4.	Update on Previously Reported Initiatives	32
E.	Program Effectiveness	34
1.	Performance Measurement	34
2.	Evaluation	35
3.	Internal Audit	35
4.	Contract Quality Assurance	37

### Section II

#### Analysis by Activity/Sub-Activity

A.	Central and Common Services Activity	38
1.	Central Services	41
(a)	Banking and Cash Management Sub-Activity	41
(b)	Central Accounting and Reporting Sub-Activity	43
(c)	Socio-Economic and Other Payments Sub-Activity	44
2.	Common Services	47
(a)	Acquisitions Sub-Activity	47
(b)	Compensation Services Sub-Activity	52
(c)	Information Management Sub-Activity	54
(d)	Major Crown Projects Sub-Activity	56
(e)	Management Information Support Services Sub-Activity	59
(f)	Traffic Management Sub-Activity	61
(g)	Crown Assets Distribution Sub-Activity	63
(h)	Stocked Item Supply Sub-Activity	65

B.	Program Support and Administration Activity	67
1.	Program Administration	69
(a)	Administration Sub-Activity	69
(b)	Corporate Policy and Planning Sub-Activity	71
(c)	Finance Sub-Activity	72
(d)	Human Resources Sub-Activity	74
(e)	Program Management Sub-Activity	75
2.	Program Support	76
(a)	Central and Common Services Delivery Support Sub-Activity	76
(b)	Contract Settlement Sub-Activity	77
(c)	Contractual Cost and Financial Review Sub-Activity	79
(d)	Security Sub-Activity	80
C.	Special Operating Agencies	82
1.	Canada Communication Group	83
2.	Canadian General Standards Board	84
3.	Consulting and Audit Canada	86

### Section III

#### Supplementary Information

A.	Profile of Program Resources	88
1.	Financial Requirements by Object	88
2.	Personnel Requirements	89
3.	Capital Requirements	90
4.	Transfer Payments	90
5.	Revolving Fund Financial Statements	91
(a)	Supply Revolving Fund / Optional Services Revolving Fund	91
(b)	Canada Communication Group Revolving Fund	92
(c)	Consulting and Audit Canada Revolving Fund	94
(d)	Defence Production Revolving Fund	95
6.	Net Cost of Program	97
B.	Cross-Walks	98

<b>Abbreviations</b>	99
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<b>Index</b>	103
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## Details of Spending Authorities

### A. Authorities for 1993-94 — Part II of the Estimates

#### Financial Requirements by Authority

Vote (thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates
<b>Supply and Services</b>		
1 Operating Expenditures	423,390	438,499
5 Capital Expenditures	22,615	25,451
(S) Minister of Supply and Services		
Salary and motor car allowance	51	51
(S) Contributions to employee benefit plans	32,420	46,220
(S) Optional Services Revolving Fund	2,286	—
(S) Canada Communication Group Revolving Fund	—	—
(S) Consulting and Audit Canada Revolving Fund	16	—
(S) Defence Production Revolving Fund	—	—
— Supply Revolving Fund <sup>1</sup>	—	47
<b>Total Department</b>	<b>480,778</b>	<b>510,268</b>

<sup>1</sup> In 1991-92, Optional Services, Canada Communication Group and Consulting and Audit Canada were funded under the Supply Revolving Fund. Effective April 1, 1992, these activities are funded under separate revolving funds as indicated in the figure.

#### Vote — Wording and Amounts

Vote (dollars)	1993-94 Main Estimates
<b>Supply and Services</b>	
1 Supply and Services — Operating expenditures and contributions including: (a) recoverable expenditures on behalf of the Canada Pension Plan, the Unemployment Insurance Act and the Optional Services Revolving Fund; and (b) authority to spend revenue received during the year	423,390,000
5 Supply and Services — Capital Expenditures	22,615,000

## Program by Activities

(thousands of dollars)	Full-time Equivalents*	1993-94 Main Estimates Budgetary					Total	1992-1993 Main Estimates
		Operating	Capital	Transfer Payments	Sub-Total	Less: Revenues credited to the Authority		
Central and Common Services	5,554	581,177	18,576	2,245	601,998	241,636	360,362	346,862
Program Support and Administration	1,520	107,938	5,090	—	113,028	5,718	107,310	152,388
Special Operating Agencies	1,953	374,153	9,558	—	383,711	370,605	13,106	11,018
	9,027	1,063,268	33,224	2,245	1,098,737	617,959	480,778	510,268
1992-93 Full-time Equivalents (FTE)								9,404

\* These numbers reflect the total full-time equivalents. More detail is provided in Figure 43: Details of Personnel Requirements (see page 89).

## Revolving Funds

Within Supply and Services Canada there are four revolving funds: Consulting and Audit Canada, Canada Communication Group, Defence Production and Optional Services which is made up of three Service Lines, namely Traffic Management, Stocked Item Supply and Crown Assets Distribution. Because the operating profit or loss is calculated on an accrual accounting basis, it does not reflect the cash requirements of the Funds that are included in the Estimates. Certain items that must be taken into consideration in calculating the profit or loss do not require a direct cash expenditure. Some cash expenditures included do not have an impact on the operating balance. The two can be reconciled as follows:

Revolving Funds (thousands of dollars)	1993-94 Main Estimates			1992-93 Main Estimates
	Expenditures	Revenues	Excess expenditures (Revenue)	
Optional Services / Supply Services	166,580	164,294	2,286	560
Canada Communication Group	310,544	310,544	—	(2,326)
Consulting and Audit Canada	58,147	58,131	16	(660)
Defence Production Revolving Fund	—	—	—	—
Operating Profit (Loss)	535,271	532,969	2,302	(2,426)
Adjustments to arrive at net cash requirements	—	—	—	2,473
Main Estimates — net cash required	—	—	2,302	47
(thousands of dollars)	Optional Services	Canada Communication Group	Consulting and Audit Canada	Defence Production Revolving Fund
Expected operating profit	(2,286)	4,710	500	—
Non-cash items included in the calculation of the operating profit	462	290	1,114	—
Sub-total	(1,824)	5,000	1,614	—
Increase in working capital	(631)	(4,000)	516	—
New capital acquisitions	1,093	9,000	1,114	—
Total Estimates — net cash required	2,286	—	16	—

## B. Use of 1991-92 Authorities — Volume II of the Public Accounts

Vote (dollars)		Main Estimates	Total Amount Available for use	Actual Use
<b>Supply and Services</b>				
<b>Budgetary</b>				
1	Operating expenditures	310,779,000	347,005,975	<b>339,203,589</b>
5	Capital expenditures	9,762,000	13,912,700	<b>12,896,725</b>
10	Minister of State (Housing) <sup>1</sup>	250,000	250,000	<b>117,212</b>
(S)	Minister of Supply and Services —			
	Salary and motor car allowance <sup>2</sup>	51,100	51,100	<b>51,100</b>
(S)	Contribution to employee benefit plans <sup>2</sup>	30,667,000	33,600,000	<b>33,600,000</b>
(S)	Reciprocal Taxation <sup>2</sup>	—	39,396,416	<b>39,396,416</b>
(S)	Supply Revolving Fund <sup>2</sup>	7,760,000	139,541,395	<b>(10,168,025)</b>
(S)	Refund Previous Year's Revenue <sup>2</sup>	—	19,176	<b>19,176</b>
<b>Total — Budgetary</b>		<b>359,269,100</b>	<b>573,776,762</b>	<b>415,116,193</b>
<b>Non-Budgetary</b>				
(S)	Defence Production Loan Account <sup>2</sup>	—	73,675,993	—
<b>Total</b>		<b>359,269,100</b>	<b>647,452,755</b>	<b>415,116,193</b>

<sup>1</sup> Payment on behalf of Minister of State (Housing) to persons hired pursuant to Section 39 of the Public Service Employment Act.

<sup>2</sup> For statutory items, the figures for the **Total Amount Available for Use** and **Actual Use** are the same amount because of the non-lapsing or continuing nature of the Authority.



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## Section I Program Overview

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### A. Plans for 1993-94

#### 1. Highlights

Supply and Services Canada's (SSC) plans for 1993-94 focus on continuing the fundamental strategies previously identified over the last several years. These include:

- managing restraint and the effects of ongoing downsizing actions;
- reviewing SSC operations to determine areas for improvement and cost reduction;
- providing quality service to clients and to the public;
- modernizing systems, using state-of-the-art technology and streamlining procedures;
- providing suppliers with access to a system that is visible, open and fair; and
- responding to employee needs through improvements to human resources management.

In 1993-94, these key strategies will be addressed through a series of specific initiatives, which for the most part are already in progress.

- **Managing Restraint:** In order to continue to manage restraint and to minimize the effect of downsizing the Public Service in the foreseeable future, SSC will proceed with its efforts to reduce overhead and eliminate overlap, simplify and rationalize processes and generate savings through productivity improvement initiatives. Savings will be allocated to funding key strategic and operational priorities where practicable. During 1993-94, SSC will continue to work with Treasury Board Secretariat, other common service agencies, and client departments to clarify the federal government's common service policy and its implications for SSC's future role and services (see page 28).

In consideration of the significant effect of SSC's new orientation on its organization and workforce, the delivery structure is being realigned and the number of production sites is being reduced. Headquarters structures are being examined to increase efficiencies and to ensure a suitable balance between Headquarters and Regional Services.

- **Operational Review:** As a result of a detailed review by private sector consultants, SSC is reviewing areas where further improvements can be made and costs reduced. This complements initiatives already underway to develop a future vision and plan for the Department and to continue the implementation of major systems changes.

- **Providing Quality Service:** SSC will continue to work with client departments to establish service standards against which achievements will be regularly reported. Quality service will be provided to clients and suppliers at the location of their choice.
- **Modernization:** SSC will continue to modernize systems and services, as well as making use of state-of-the-art technology, by developing and implementing major projects such as the Public Service Compensation System, the Financial Information Strategy and Acquisitions 2000. As well, processes to support Pension Reform legislation are being developed. These and other initiatives will improve service to client departments by providing them with better information and increased control over their administrative decisions, and facilitating the decentralization of authority. For further information see the following:
  - Public Service Compensation System (see pages 33, 36, 53);
  - Financial Information Strategy (see pages 34, 44, 61);
  - Acquisitions 2000 (see pages 32, 50); and
  - Pension Reform (see pages 30, 31, 54).
- **Supplier Access:** SSC will continue to modernize and further open up the procurement process by advertising a wide range of government business opportunities nationally, to ensure fair access to procurement opportunities and facilitate doing business with the government. These changes will contribute to increased competitiveness and reduced costs of procurement (see pages 12, 29, 32, 50).
- **Human Resources Priorities:** In response to the major changes which the Department will be undergoing during the next five years, a comprehensive Human Resources Strategy will be developed. It will reflect the shared commitment within SSC to manage change in a manner that encompasses the emerging empowerment culture, a caring attitude toward employees, and the retention, development and recruitment of expertise required to maximize services to clients. The Department's strategic Human Resources objective is to "develop and maintain a well-trained, service-oriented and empowered workforce by 1997, appropriate in size for supporting SSC's business and strategic directions". The central elements of the strategy are re-training, retention, reorienting and recruitment.

Key activities will be in the areas of workforce adjustment and re-training. The possibility of customized policies is being examined with the Central Agencies to help cope with major downsizing and a revised Workforce Adjustment Implementation Process is being developed. Training and development activities will reflect the need to upgrade the skills of SSC's existing workforce and to assist those who are affected by downsizing to secure new employment (see pages 31, 33, 75).

## 2. Summary of Financial Requirements

**Figure 1: Financial Requirements by Activity (\$000)**

	1993-94 Estimates			1992-93 Forecast		For Explanation See Page
	Expenditures	Revenues	Net Expenditures	Net Expenditures	Change	
Central and Common Services	601,998	241,636	360,362	349,921	10,441	40
Program Support and Administration	113,028	5,718	107,310	197,025	(89,715)	68
Special Operating Agencies	383,711	370,605	13,106	14,321	(1,215)	82
Total	1,098,737	617,959	480,778	561,267	(80,489)	
Full-time equivalents* (FTE)			9,027	8,993		

\* See Figure 43, page 89, for additional information on Full-time Equivalents.

The 1992-93 forecast as at November 1992 is \$51.0 million or 10.0% higher than the 1992-93 Main Estimates. The difference of \$51.0 million reflects the following major offsetting items:

Appropriation:	(\$ million)
• Supply Support Initiatives	1.9
• Communication Strategy in Support of Government Initiatives	63.3
• February 25, 1992 Budget Reduction	(4.4)
• Communications Budget Reduction	(2.5)
• December 2, 1992 Budget Reduction	(7.5)
• Operating Budget Premium	1.4
• Reprofiting of the 1991-92 Vote Non-Salary Operating Funds	3.6
• Funding of the Institute Project	1.2
• Financial Restructuring - Final Settlement	7.8
• Statistics Canada Transfer	(0.2)

• Contributions to Employee Benefit Plan	(0.9)
• PSCS - TB Frozen Allotment	(1.9)
• Financial Restructuring – Financing of Rider Rebate	<u>4.6</u>
	<u>66.4</u>

Revolving Funds:

• Optional Services Net Operating Expenditures	(0.4)
• Canada Communications Group Net Operating Expenditures	<u>3.0</u>
	<u>2.6</u>

Other Statutory:

• Impact of Pension Reform Legislation – EBP	<u>(18.0)</u>
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## **B. Recent Performance**

### **1. Highlights**

During 1991-92 and 1992-93, SSC developed many methods to improve service and become more responsive to Canadians and client departments. Seminars on how to do business with the federal government were held across the country to explain to would-be suppliers the basic elements of the procurement process, and to provide information to experienced suppliers, ranging from tips on how to write a better proposal, to detailed discussions of the Open Bidding Service. SSC also instituted a new program, "Strategic Information Exchange", with client departments. Through the Exchange, SSC has been able to study the technical environments in departments in an effort to learn more about their needs and requirements and how clients would cope with planned or proposed program changes.

- **The Canadian Content Policy** was implemented April 1, 1992. This initiative eliminated many outdated and redundant procurement policies, in favour of one progressive policy designed to strengthen the governmental focus on obtaining value for money and meeting operational requirements while encouraging industrial development in Canada. Subject to Canada's obligations under international trade agreements, SSC-handled procurement will focus on suppliers of Canadian goods and services, as long as there is sufficient competition in the marketplace. Clear, uniform rules of origin identify Canadian goods and services.
- **Open Bidding Initiative:** SSC has steadily expanded the Open Bidding initiative to include the majority of competitive procurement opportunities valued at over \$25,000 that are purchased by the Department. The new Open Bidding Service (OBS), a user-pay service, replaced the Procurement Opportunities Board on June 1, 1992. The OBS, which is an electronic source of procurement opportunity information for suppliers, had over 7,000 subscribers, and was expanding at approximately 40 new users per day in October 1992. The OBS distributes between 500 and 600 bid documents per day to suppliers located all across the country and internationally. The Information Systems Management Corporation which operates the OBS distributes federal procurement information to subscribers under license from SSC.

The OBS has an objective to become a single window on government purchasing opportunities. Efforts are under way to expand the OBS to include procurement opportunities by other government departments and provincial governments, as well as additional international purchasing opportunities in developing countries. Currently, suppliers can view opportunities electronically and have the option to order bid documents by mail, courier, and facsimile transmission. The OBS will be providing the capability of a down-load of complete electronic bid solicitation documents to suppliers' computers in early 1993. The provision of all the information needed to bid electronically will be a value-added feature for suppliers both in terms of time and labour.

- **Advance Contract Award Notices (ACANs)**, which advertise the intention to use single tendering to purchase goods covered under the FTA/GATT, were introduced in 1991. The use of ACANs to advertise the intention to use non-competitive purchasing was extended in 1992 to include all goods and services over \$25,000.

- **Unsolicited Proposals Brokerage Service:** SSC, in co-operation with Industry, Science and Technology Canada, has established the Unsolicited Proposals Brokerage Service to encourage innovative science and technology proposals. The service covers not only the science and technology objectives of federal government departments, but other federal government priorities including industrial competitiveness, regional and small business development and economic priorities.
- **Service Delivery:** SSC has succeeded in meeting its service level commitments efficiently and effectively, demonstrating flexibility in responding to a constantly changing environment and the continually evolving needs of both central agencies and client departments. Quality service remains SSC's primary objective.
- **Modernization:** SSC has made significant progress in relation to the major strategic initiatives that are modernizing current systems and services, using technology for the benefit of client departments, suppliers, and central agencies, as well as within SSC itself. Working closely with all stakeholders, SSC has continued the development of systems and services that meet the identified needs of the future in innovative, cost-effective ways. Examples of such initiatives are the new Public Service Compensation System, Acquisitions 2000 and the Financial Information Strategy Project.

SSC successfully installed deposit facilities required for receipt of Goods and Services Tax payments and extended the availability of direct deposit to a wide range of Receiver General payments (see pages 34, 46, 53). As well, SSC has completed an initiative to eliminate outdated and redundant procurement policies (see page 29), and participated actively in negotiations for the General Agreement on Tariffs and Trade (GATT) and for the North American Free Trade Agreement (NAFTA) (see page 14).

- **Special Operating Agencies:** The evolution of the three Special Operating Agencies, Consulting and Audit Canada, the Canada Communication Group and the Canadian General Standards Board, is proceeding well (see pages 28, 32, 82, 84, 86).
- **Strategic Planning and Management:** SSC management has continued to place emphasis on strategic planning and on consultation with employees and clients, to ensure plans are well integrated and effectively communicated. The strategic directions that were enunciated in the document "Looking Ahead", a communication vehicle for both clients and employees, have been continued. As well, financial restructuring of several Supply Revolving Fund Service Lines was achieved.

A new Operational Planning Framework (OPF) was approved in 1992-93, focusing on Service Lines rather than the organizational breakdown in the previous OPF. As well, an Information Management Plan has been developed, defining the strategies SSC will pursue into the mid-1990s (see pages 30, 55). Special studies have resulted in decisions to realign the procurement operation in the National Capital Region and to consolidate cheque printing and enveloping sites nationally.

- **Mission Statement:** Significant effort has resulted in the development and promotion of the "Mission Statement" (see page 16), and in the implementation of Public Service 2000 (PS 2000) principles (see pages 29, 54). A strong commitment to human resources management and planning has resulted in a variety of new programs and a priority on training and development (see pages 31, 33, 35, 75).
- **Intellectual Property Policy:** Treasury Board has implemented a new policy on Intellectual Property. This policy is designed to promote the commercialization and exploitation of intellectual property arising from research and development activities carried out under government contracts. It is now presumed, with certain exceptions, that ownership of intellectual property will reside with the contractor performing the work. Under this policy, the contractor is not expected to give specific consideration for the intellectual property or to share, with the government, royalties which may later be received for the use of the intellectual property.
- **North American Free Trade Agreement (NAFTA):** Should the NAFTA Agreement be ratified by Parliament, SSC will be required to provide implementation direction for the procurement process to take on the obligations of the Government Procurement Chapter of the NAFTA Agreement. The Free Trade Agreement (FTA) and the General Agreement on Tariffs and Trade (GATT) obligations will be added to with the inclusion of service contracts at a threshold of \$50,000. Communications Canada, Transport Canada and Fisheries and Oceans (currently excluded by GATT and FTA) will be subject to coverage under NAFTA (see pages 13, 72).

## 2. Review of Financial Performance

**Figure 2: 1991-92 Financial Performance (\$000)**

	Actual			Main Estimates	Change
	Total Expenditures	Revenues	Financial Requirements	Financial Requirements	
Central and Common Services	580,244	407,742	172,502	243,786	(71,284)
Program Support and Administration	243,412	30,026	213,386	98,718	114,668
Special Operating Agencies	413,305	423,473	(10,168)	16,765	(26,933)
Reciprocal Taxation	39,396	—	39,396		39,396
Total	1,276,357	861,240	415,116	359,269	55,847
Full-time Equivalents* (FTE)	—	—	8,871	9,434	—

\* See Figure 43, page 89, for additional information on Full-time Equivalents.

**Explanation of Change:** Actual expenditures were \$55.8 million higher than the 1991-92 Estimates as a result of the following:

	(\$ million)
• Reciprocal Taxation	39.4
• Contributions to Employee Benefit Plan	2.9
• Capital Expenditures	3.1
• Pension Reform	3.5
• Public Service Compensation System	10.8
• Reproiling of PSCS and FIS	(2.1)
• Supply Support Initiatives	1.4
• Communication Strategy in Support of Government Initiatives	16.3
• Acquisitions 2000	6.4
• February 26, 1991 Budget Reduction	(8.6)
• Supply Revolving Fund Net Operating Expenditures	(18.0)
• Assets Information Management Project	0.7
Net Increase	<u>55.8</u>



## **C. Background**

### **1. Introduction**

SSC is a common service organization internal to government. It is responsible for the acquisition and provision of goods and related services to all federal departments and agencies listed in Schedules I and II of the Financial Administration Act (FAA), and for the provision of central and common administration services (including the Receiver General for Canada functions). Services are also provided, on request, to agencies listed in Schedule III of the FAA.

Access, Fairness and Service is the Department's motto. In the performance of its duties to reflect this motto, SSC touches the lives of millions of Canadians. Anyone receiving a Canada Pension Plan, Goods and Services Tax Credit or Old Age Security payment depends on good service from the Receiver General for Canada.

As well, as the government's primary buyer, SSC lists over 85,000 Canadian businesses as suppliers on its database. These suppliers, through the many SSC initiatives to ensure fair opportunities to obtain government business, compete for contracts valued at approximately \$8 billion in goods and services every year. As well as a supplier of information, SSC holds much of the government's essential information and is a leader in the development of computer systems and the use of technology to manage information.

### **2. Mandate / Mission Statement**

#### **Mandate**

Created on April 1, 1969, by the Government Organization Act, SSC operates within a statutory framework established by the Financial Administration Act, the Department of Supply and Services Act of 1970, the Defence Production Act, the Surplus Crown Assets Act, assigned responsibilities under the Emergency Preparedness Act and the Emergencies Act, a number of Orders in Council, and several Memoranda of Understanding. The Supply and Services Program is subject to the government's common service policy.

#### **Mission Statement - Supply and Services Canada**

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#### **OUR MISSION**

is to deliver valued services that enable our clients to achieve their objectives.

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**We strive for excellence** by understanding our clients' needs and by responding with solutions that are both creative and flexible.

**Our clients are colleagues** in the Public Service. Together, we achieve value for money, preserve fairness and integrity of government administration and support government objectives.

**We are sensitive to our publics and** are committed to the highest standards of public service including accessibility, responsiveness and fairness.

**We are a team**, working together with mutual respect and cooperation. We communicate openly, encourage personal and professional development and recognize achievements.

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### **3. Program Objective**

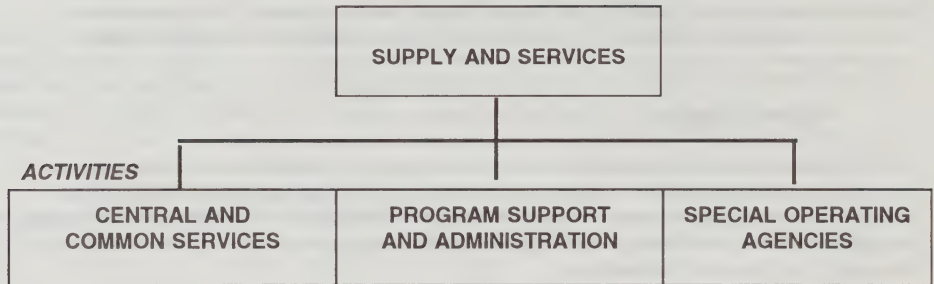
**To contribute to the achievement of value for money, the preservation of fairness and integrity in government administration and the support of government objectives, by delivering or facilitating a wide range of valued essential services in the areas of supply, personnel and finance, that enable departments and agencies of the Government of Canada to achieve their objectives.**

SSC provides common services in relation to compensation, financial and personnel management systems, as well as the centralized Receiver General for Canada functions including payment, collection, and banking services, maintenance of the accounts of Canada and preparation of the Public Accounts. SSC also provides common services for the procurement of goods and services required by departments and agencies, and the disposal of Crown-owned materiel. SSC's Special Operating Agencies provide a range of services such as consulting and audit, printing and publishing, and standards development on a fee-for-service/appropriation basis.

### **4. Program Organization for Delivery**

**Activity Structure:** Figure 3 illustrates the Activity and Sub-Activity structure of Supply and Services Canada. The Sub-Activities are Service Lines. Management on a Service Line basis ensures an integrated approach to planning and delivery across the organization. Most of the Service Lines in the Central and Common Services Sub-Activity are managed overall as two portfolios: Government Operational Service and Supply Operations Service.

**Figure 3: Program Activity Structure**



**SUB – ACTIVITIES:**

**CENTRAL SERVICES**

- ▶ Banking and Cash Management
- ▶ Central Accounting and Reporting
- ▶ Socio-Economic and Other Payments

**ADMINISTRATION**

- ▶ Administration
- ▶ Corporate Policy and Planning
- ▶ Finance
- ▶ Human Resources
- ▶ Program Management

- ▶ Canada Communication Group
- ▶ Canadian General Standards Board
- ▶ Consulting and Audit Canada

**COMMON SERVICES**

- ▶ Acquisitions
- ▶ Compensation
- ▶ Crown Assets Distribution
- ▶ Information Management
- ▶ Major Crown Projects
- ▶ Management Information Support Services
- ▶ Stocked Item Supply
- ▶ Traffic Management

**SUPPORT**

- ▶ Central & Common Services Delivery Support
- ▶ Contract Settlement
- ▶ Contractual Cost and Financial Review
- ▶ Security

**Organizational Structure:** Supply and Services is a decentralized program with major offices across Canada, in Europe and in the United States. SSC offices in Canada are shown in Figure 4.

**Figure 4: Supply and Services Operations**



SSC comprises five organizations which are headed by Assistant Deputy Ministers to whom Directors General of Directorates and Directors of Branches report. These are: Supply Operations Service, Government Operational Service, Finance and Administration Service, Corporate Policy and Planning Service, and Information Management Service. In addition, there are five Regional Directorates — Atlantic, Quebec, Central, Western and Pacific, each headed by a Director General, who, because of the importance of regional activities, reports directly to the Deputy Minister. These organizations deliver a wide range of mandatory and optional services to over 100 client departments and agencies.

Also reporting directly to the Deputy Minister are the Director General of the Human Resources Service, the Chief Operating Officer of Consulting and Audit Canada and the Chief Executive Officer of Canada Communication Group. The organization roles are outlined as follows.



## **Services**

### **Supply Operations Service (SOS)**

This Service is responsible for the provision of procurement services to departments and agencies of the Government of Canada. The Supply Portfolio, through the Supply Operations Service (SOS) and Regional Directorates, procures 17,000 categories of goods and services through the following Sub-Activities / Service Lines:

- Acquisitions (see page 47);
- Major Crown Projects (see page 56);
- Traffic Management (see page 61);
- Crown Assets Distribution (see page 63); and
- Stocked Item Supply (see page 65).

SOS is also responsible for Emergency Planning and Preparedness, which supports the government program to furnish and maintain inventory in 34 emergency government facilities, within the departmental limit of \$150 thousand per year.

### **Government Operational Service (GOS)**

This Service is responsible for the management and delivery of the Receiver General function; the administration of compensation services; and the provision of services and optional products in the areas of finance and personnel. The Government Operational Service (GOS) Portfolio consists of the following Sub-Activities / Service Lines:

- Banking and Cash Management (see page 41);
- Central Accounting and Reporting (see page 43);
- Socio-Economic and Other Payments (see page 44);
- Compensation Services (see page 52); and
- Management Information Support Services (see page 59).

Delivery of many of these service lines is accomplished through the Regional Directorates. GOS has the following key functions:

- the Receiver General function, for which the principal legislative authority is the Financial Administration Act, was mandated to SSC in 1969. The Act requires that the Minister of Supply and Services, as the Receiver General for Canada, carry out a number of banking functions for all public money received and disbursed by the Government of Canada and for all balances held on deposit in the Bank of Canada and with financial institutions;
- maintain the Central Accounts of Canada and prepare and publish the Public Accounts; as well as other accounting records of the Government of Canada; to provide related government-wide financial reporting; and to provide extensive analysis and specialized ad hoc reporting of the government's financial transactions and position;

- management of systems required for administration of pay, pension and other benefit systems for the Public Service, the Canadian Forces and the Royal Canadian Mounted Police; administration of Health and Welfare's income security programs; and
- provision of customized systems and services, and the provision of optional financial and personnel services to government departments and agencies.

### **Information Management Service (IMS)**

This Service provides Information Management / Information Technology (IM/IT) services to clients in Government departments, Central Agencies and SSC itself. Its key service areas include financial systems, personnel and compensation systems, socio-economic systems and assets / procurement systems which satisfy client department needs and Government-wide administration (see pages 30, 54).

### **Finance and Administration Service (FAS)**

This Service is responsible for providing internal management support and services functions that include comptrollership, finance, administration, security, contractual cost and financial review, and contract settlement (see pages 69, 72, 77, 79, 80).

### **Corporate Policy and Planning Service (CPPS)**

This Service is responsible for supporting, facilitating and communicating corporate decisions and reviewing their impact. CPPS ensures strategic analysis options are brought to the Departmental Management Committee (DMC) of SSC through consultations both internal and with clients external to the Department and articulates the Department's strategic directions. CPPS also provides a wide range of corporate services to the Minister, Deputy Minister and senior management including secretariat services; management of departmental audit, evaluation, contract quality assurance, corporate performance measurement; and provides advice and expertise on internal and external departmental communication functions (see page 71).

### **Human Resources Service (HRS)**

This Service provides personnel management services to managers and employees and overall direction for the Department's human resources strategies. Services include: advising and supporting management and employees in employee relations; human resources and career planning; staffing; classification; official languages; management and professional development; and, program development and policy interpretation (see page 74).

## **Regional Delivery**

### **Atlantic Directorate**

The Atlantic Directorate comprises the four Atlantic provinces. Included as well is the Superannuation Branch, located in Shediac, N.B., which is responsible for the payment of federal public service pensions and insurance benefits. With 751 employees and an operating and capital budget of more than \$42 million, the Directorate issued 29,500 contracts valued at \$268.2 million. Stocked Item Supply (SIS) had more than \$17.2 million in sales. Crown Assets Distribution sold more than \$5.9 million in surplus goods. As well, there were 15.3 million socio-economic and other payments and 1.2 million public service pay cheques issued. Superannuation Branch has established 311,000 contributor accounts, 185,500 annuitant accounts, and 622,000 insurance accounts.

### **Québec Directorate**

The Québec Directorate carries out its mandate through two regions with 430 employees. Western Québec Region is located on île-des-Soeurs in Montréal. The Eastern Québec Region is in the city of Ste. Foy. Directorate Headquarters is in Montréal. The main role of the Québec Directorate is to ensure that all SSC products and services are effectively and efficiently delivered to its clients in the province of Québec. During 1991-92, the services offices in Montréal and Québec were responsible for issuing more than 35 million cheques for socio-economic payments, compensation, general payments and tax refunds. As well, the Québec Directorate issued approximately 18,000 contract documents with a value of \$230 million. During the year, the Crown Assets Distribution Centre in Montréal was responsible for \$4 million in sales. Stocked Item Supply stores located in Montréal sold items valued at \$3 million to their clients.

In 1992-93 the Québec Directorate conducted a Client Market Assessment study in order to become apprised of clients' needs and requirements and to anticipate their reactions in regard to the new direction of SSC. The fiscal year 1992-93 also marked the beginning of actions within the Directorate to analyze, develop and implement the concept of the Client Service Centre.

### **Central Directorate**

Central Directorate encompasses the Ontario Region, the National Capital Region (NCR) and the Compensation Operations Branch (COB) with Headquarters in Hull, Québec. The Directorate carries out its mandate through three major branches with 1,300 employees. In addition, the Directorate supports the federal government's commitment to regional economic development in Northern Ontario through the FedNor Market Access Program.

In 1991-92, Central Directorate's supply procurement offices issued approximately 40,000 procurement or contract documents valued at \$550 million. Supply offices also provided Stocked Item Supply services to federal government departments generating sales of approximately \$65 million. Crown Assets Distribution operations sold over \$9 million in sales of surplus goods. During the same fiscal year, the services offices carried out the Receiver General functions for compensation, socio-economic and other payments, which entailed processing 90 million payments and handling more than 3 million client accounts.

## **Western Directorate**

The Western Directorate encompasses Manitoba, Saskatchewan, Alberta and the Northwest Territories, with Regional Directorate Headquarters in Calgary. The Directorate delivers all SSC services through a network of offices with 452 employees and an annual budget of \$32 million. In 1991-92, the Western Directorate's acquisition staff issued approximately 20,000 contractual documents, valued at approximately \$250 million. Crown Assets Distribution handled approximately \$5.9 million in surplus assets. During the fiscal year, the services offices processed approximately 25 million payments.

## **Pacific Directorate**

The Pacific Directorate office, located in Vancouver, is responsible for British Columbia and the Yukon Territory. It is supported by regional offices in Victoria, Vancouver, Richmond, Abbotsford and Whitehorse. For 1992-93, the Directorate re-introduced a Stocked Item Supply Sales and Marketing presence in the Pacific. As well, the Directorate developed, tested and introduced new delivery models for the Client Service Centre and implemented a fully integrated Employee Career Management methodology which was developed in 1991-92. The Directorate plans to introduce a Printer Products Management group in the Pacific which will be transferred over from OASIS Product Directorate. In December 1992, a re-engineered Employee Application Module of the Departmental Personnel Management System was piloted.

## **Special Operating Agencies**

### **Canada Communication Group (CCG)**

This Special Operating Agency established on June 6, 1990, provides services to client departments and agencies in printing, publishing, exhibition, photography, audio-visual, signage, advertising, public relations and other communications services. These specialized services require expertise in all facets of communications media, planning, requirements definition and quality control (see page 83).

### **Canadian General Standards Board (CGSB)**

CGSB became a Special Operating Agency on April 1, 1992. Its services include standards development, quality management, standards publications, and professional services. Its Chief Executive Officer reports to the Assistant Deputy Minister of Supply Operations Service (see page 84).

### **Consulting and Audit Canada (CAC)**

This Special Operating Agency was established April 1, 1990. It provides a comprehensive range of consulting and auditing services to the Government of Canada, Crown Corporations, provincial and foreign governments, international organizations, non-profit organizations and other public sector organizations. Its audit services include compliance, attest and value for money audits, and audit-related services (see page 86).



Figure 5: 1993-94 Resources by Organization/Activity (\$000) and Full-time Equivalents (FTE)

Activity	Central and Common Services		Program Support and Administration		Special Operating Agencies		Net Amounts	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Organization								
Minister and Receiver General for Canada								
Deputy Minister and Deputy Receiver General for Canada								
Assistant Deputy Minister Corporate Policy and Planning Service			13,006	167			13,006	167
Assistant Deputy Minister, Supply Operations Service	87,266	1,396	3,685	89			90,951	1,485
Assistant Deputy Minister Information Management Service	83,841	777	2,614	31			86,455	808
Assistant Deputy Minister Government Operational Service	41,086	565	6,977	61			48,063	626
Assistant Deputy Minister Finance and Administration Service*			44,242	471			44,242	471
Director General Human Resources Service			17,276	318			17,276	318
Directors General Regional Directorates	148,169	2,816	19,510	383			167,679	3,199
Canada ** Communication Group					10,835	1,476	10,835	1,476
Canada General Standards Board					2,255	57	2,255	57
Consulting and Audit Canada					16	420	16	420
Activities Total	360,362	5,554	107,310	1,520	13,106	1,953	480,778	9,027

\* Includes expenses and full-time equivalents for the Minister's Office and the Deputy Minister's Office.

\*\* Includes expenses for Supply Support Initiatives.

## 5. Methods of Financing

SSC is funded through both Vote (including Vote netting) and Revolving Funds. An annual appropriation funds the Supply activity, including CGSB, and general operations services with related support functions, covering costs net of related user fees. The Optional Services Revolving Fund finances the SIS and CADC activities and certain product costs, while the Special Operating Agencies (Consulting and Audit Canada and Canada Communication Group) are funded through the CAC Revolving Fund and the CCG Revolving Fund respectively. Costs of these Revolving Funds are recovered from departments and agencies through a rate structure.

**Votes 1 and 5 – Supply and Services Appropriation:** These appropriations provide funding needed for Receiver General programs in the areas of payment and banking services, maintenance of the central government fiscal accounts and associated reporting; and services in the area of compensation personnel, finance, administration and supply support initiatives. As a result of the financial restructuring of the Supply Revolving Fund through the 1992-93 Main Estimates, it also provides funding in support of the Acquisitions, Traffic Management and Major Crown Projects services. Revenues are credited to Vote 1 in accordance with parliamentary authority. Vote 5 is used for capital expenditures. This financial restructuring in 1992-93 resulted in approximately \$137 million being removed from the Revolving Fund Operation and added to the Vote.

**Other Statutory Votes:** include \$51 thousand for the Minister's salary and car allowance and \$32.4 million for contributions to employee benefit plans related to Vote 1 staff.

### Revolving Funds

**Optional Services Revolving Fund – Authority \$100 million:** This statutory authority provides funding for the acquisitions and / or provision of goods and services required by departments and agencies related to the Stocked Item Supply (SIS), the Crown Assets Distribution Centre (CADC) and other services. It also provides funding for related capital expenditures, working capital requirements and the accumulated surplus / loss. Departments and agencies are provided with these services on a fee-for-service basis.

**Canada Communication Group Revolving Fund – Authority \$100 million:** This statutory authority provides funding for the provision of goods and services related to printing, publishing, advertising, public opinion research, and a wide range of communications services required by departments and agencies. It also provides funding for related capital expenditures, working capital requirements and the accumulated surplus / loss. Departments and agencies are provided with these services on an optional and fee-for-service basis.

**Consulting and Audit Canada Revolving Fund – Authority \$30 million:** This statutory authority provides funding for the provision of consulting, auditing and related services to the Government of Canada, Crown Corporations, provincial and foreign governments and international, non-profit and other public-sector organizations. It also provides funding for related capital expenditures, working capital requirements and the accumulated surplus / loss. These services are provided on an optional and fee-for-service basis.

**Defence Production Revolving Fund — Loan Account —  
Aggregate Authority \$100 million**

- **Defence Production Revolving Fund (DPRF):** provides funding to assist SSC in carrying out the responsibilities specified in the Defence Production Act related to the acquisition, transportation, and stockpiling of strategic materiel and defence supplies. The acquisition and support services required to carry out this function are provided from within Supply Operations Service.
- **Defence Production Loan Account:** is available for the purpose of providing assistance through working capital advances for the construction and operation of defence-related projects.

Figure 6 shows the relationship between the Activity Structure and the Appropriation Structure.

**Figure 6: Relationship of Activity Structure to Appropriation Structure in 1993-94**

Activity / Sub-Activity	Votes		Statutory Authorities
	1	5	Revolving Funds
<b>Central and Common Services</b>			
Central Services :			
- Banking and Cash Management	X	X	
- Central Accounting and Reporting	X	X	
- Socio-Economic and Other Payments	X	X	
Common Services :			
- Acquisitions	X	X	
- Compensation Services	X	X	
- Crown Assets Distribution			X
- Information Management	X	X	
- Major Crown Projects	X	X	
- Management Information Support Services	X	X	
- Stocked Item Supply			X
- Traffic Management	X	X	X
<b>Program Support and Administration</b>			
Program Support:			
- Central and Common Service Delivery Support	X	X	
- Contract Settlement	X	X	
- Contractual Cost and Financial Review	X	X	
- Security	X	X	
Program Administration:			
- Administration	X	X	
- Corporate Policy and Planning	X	X	
- Finance	X	X	
- Human Resources	X	X	
- Program Management	X	X	
<b>Special Operating Agencies</b>			
- Canada Communication Group	X		X
- Canadian General Standards Board	X	X	
- Consulting and Audit Canada			X
Defence Production			X



## **D. Planning Perspective**

### **1. External Factors Influencing the Program**

As a common service department that provides products and services to federal government departments and agencies and works with Canadian businesses, SSC is subject to a wide array of external factors that influence program direction.

**Strategic Directions:** In December 1989, the President of the Treasury Board announced the formation of two Special Operating Agencies (SOA) within SSC. This led to the restructuring of several groups within the Department to form Consulting and Audit Canada and the Canada Communication Group. These two entities have forged new relationships with Treasury Board, allowing them greater flexibility to operate in a business-like fashion. This experience has resulted in the SOA concept being extended to the Canadian General Standards Board which became an SOA on April 1, 1992.

SSC has continued to find ways to change and improve its services. The Service Line Review (SLR) process, which identified a number of strategic issues that influence the administrative infrastructure of government, has contributed to the strategic agenda of the Department, both in terms of systems design and in service delivery. The formal SLR process has uncovered many ways to make the Department more efficient, effective and better equipped to function in a changing world. The SLRs have started what the federal government project, Public Service 2000, will continue to the year 2000 - a modernization and revitalization of the Public Service.

Through consultations with client departments and the private sector, SSC's efforts have focused on issues such as improving service to clients and Canadians in general. As well, the Department has maintained close contact with the central agencies while developing its strategic plans. A sample of the strategic issues include:

- capitalising on technology in the provision of administrative information;
- identifying new techniques in human resources management by using automation, eliminating routine and providing employees with more challenging, meaningful work;
- empowering managers by applying the concepts of PS 2000; and
- developing a coordinated approach to information commencing with planning for moveable assets through purchasing, ultimately to disposal.

**Government Spending Restraint:** The federal government's current policy of fiscal restraint will continue and will affect workload in relation to the supply process, reducing the number of low-value contracts. At the same time, client departments and agencies need to improve internal efficiency and will look to SSC to provide more efficient and effective services to enable them to achieve their objectives.

**Public Service 2000 (PS 2000):** This initiative includes the improved provision of services to the public through the reduction of bureaucracy, as well as focusing on service and "empowerment". The cultural changes required as part of PS 2000 reflect client interest in controlling administrative activities. Thanks to the earlier Service Line Reviews, SSC is well placed to assist in making PS 2000 a reality through systems expertise and information holdings.

**Prosperity and Competitiveness:** SSC has consistently strived to enhance competitiveness among Canadian suppliers by improving fairness, accessibility and transparency in government procurement. In support of these efforts, SSC has participated in the government's Prosperity Initiative. An action plan and report have been submitted to the national steering group responsible for developing a strategy aimed at improving prosperity in Canada.

The SSC report identifies open bidding, the promotion of an independent third-party procurement review process, procurement policy reform and SSC's technological innovations as our principal contributions. The report also describes the Department's commitment to maintaining an open dialogue with stakeholders and proposes new ideas that will increase prosperity and competitiveness in Canada. The Supplier Promotion Program, as well as the Minister's personal speaking engagements under this program, are cited as primary vehicles for discussion and promoting the objectives, principal messages and themes of the Prosperity Initiative.

**Procurement Review:** In June 1992, the Treasury Board approved a new policy on procurement review which established a Procurement Strategy Committee (PSC) chaired by SSC. The PSC is responsible for linking the government's industrial and regional development policy and direction on national objectives with individual procurements. The new policy also establishes the Short Range Acquisition Plan (SRAP), an annual forecast of upcoming requirements valued in excess of \$2 million from which the PSC will identify procurements that have a potential to achieve socio-economic benefits and thus warrant more detailed consideration by the Procurement Review Committee. SSC will provide secretarial and analytical services and in this context will be responsible for implementing the operational aspects of the policy.

**Access for Suppliers:** In order to support the government's policy of encouraging regional suppliers to compete on a national basis, SSC is moving away from the traditional use of supplier and source lists. In line with the goal of fair and open access, SSC is opening up the procurement process through the use of electronic bulletin boards, thus enabling suppliers from all parts of Canada to compete on an equal footing. The global trading environment, together with the government's agenda of openness and competitiveness, increases the importance of being visibly open and fair to all potential suppliers. Open Bidding and the expansion of the scope of the Procurement Review Board provide an external bid challenge mechanism to the procurement process.

**Technology:** SSC makes use of technology as an enabler to provide service to client departments and to the public at large. With the wide availability of powerful microprocessors, high capacity memory chips and the growing acceptance of other key technologies such as Object Orientation and Graphical User Interfaces, there are opportunities to streamline service delivery and transform the way SSC does business.

SSC will empower client departments, suppliers and SSC employees through the use of technology, with systems that make data and expert knowledge available directly to the user. SSC will continue to simplify access to its systems by designing computer network services that can be accessed through a single entry point / work station. SSC is supportive of an open Government-wide Information Management / Information Technology architecture and supporting standards and policies. These open systems will provide for a vendor-independent infrastructure to facilitate inter-operability between SSC's and client environments.

**Common Services Policy:** A revised Common Services Policy was approved by the Treasury Board on July 16, 1992, to reflect the Government's White Paper on the Renewal of the Public Service. The new policy establishes the parameters within which departments may negotiate instruments with common service organizations or seek exemptions from Treasury Board policies. SSC will complete a review of its mandatory services to determine the extent to which these services can be made optional and develop an action plan for implementation in 1993-94.

**Information Management:** SSC recognizes that the information held in the Department is a valuable resource. To that end, SSC will ensure that the information resources are available to support the Departmental mission, objectives, products and services; increase the use and sharing of information; ensure the life-cycle management of SSC information and all client information for which SSC is custodian; ensure understanding of information management policies, terminology and practices throughout the Department; and provide a structured environment for the management of the Department's information.

**Pension Reform:** The Pension Reform Bill received Royal Assent in September 1992. The changes to pension legislation will significantly affect SSC's pension administration systems and processes.

## **2. Planning Objectives**

In 1992-93, SSC reconfirmed its strategic direction to use technology in developing its changing role as a service agency. This direction translates into the following four objectives that will be implemented over the coming years.

### **Providing Quality Service**

- SSC is working with client departments to establish service standards against which its achievements will be reported annually. The roles and responsibilities of Headquarters and the Regions will be fully rationalized and streamlined to deliver services in the client or supplier's choice of location.

## Empowering Through Technology

- Systems will put data and expert knowledge directly onto the desks of clients, suppliers, and SSC staff. In this way, SSC will give control of administrative activity to functional and program managers and to employees in departments and SSC offices, while ensuring functional requirements set by legislation and policy are met. SSC will also ensure that suppliers have access to a system that is visibly open and fair to all potential government suppliers.
- As SSC continues to introduce new technology, client managers will be able to work co-operatively from their work stations through multi-platform processing on a network, to access SSC's computing resources and services.

## Renewing Corporate Culture

- The SSC corporate culture will continue to develop during 1993-94, encouraging the recognition and rewarding of employees for initiative and accepting increased responsibility, fostering teamwork, treating employees fairly and in a manner that is in agreement with PS 2000 and the thrust of the Mission Statement.

## Planning and Funding Human Resources Management

- SSC human resources activities must be responsive to environmental factors such as PS 2000, SSC Corporate Strategy (Looking Ahead), the Human Resources Development Council Initiatives, and even emerging client department human resources needs. To meet both internal and external human resources pressures, an approach has been approved by the Departmental Management Committee and will be implemented in 1993-94.

### 3. Initiatives

- **Electronic Payment Authorization System:** This system which is currently being piloted is aimed at eliminating over 500,000 SIS and CCG invoices through a "settlement at point of sale" type of process. This represents the major inter-departmental billing and settlement areas within the system.
- **Pension Reform:** With the passage of the legislation in September 1992, procedures and processes are being developed for the administration of the new pension plans.
- **Child Tax Benefit Program:** SSC will provide payment and enquiry services in support of the new Child Tax Benefit Program which was announced in the February 1992 Budget Speech. The implementation of the Child Tax Benefit in January 1993 has resulted in the cessation of Family Allowances.



#### 4. Update on Previously Reported Initiatives

In relation to previously reported initiatives, the following results have been achieved.

- **Financial Restructuring:** In order to maximize the effectiveness of the services provided by SSC, the Acquisitions and Traffic Management Service Lines were restructured in 1992-93 and are now financed through annual appropriation rather than fees from departmental clients. The Major Crown Projects Service Line was at the same time, converted to vote-netting with SSC continuing to bill for incremental costs related to these services (see pages 25, 49, 57, 62).
- **Operating Budgets:** The concept of Operating Budgets was introduced in SSC on April 1, 1992. This was a full year prior to the government-wide implementation date of April 1993. The concept of Operating Budgets has allowed SSC to take advantage of opportunities for improvements in efficiency and effectiveness.
- **Special Operating Agencies (SOAs):** In line with PS 2000 principles, SSC's three SOAs, the Canada Communication Group (CCG), Consulting and Audit Canada (CAC) and the Canadian General Standards Board (CGSB) have continued to develop and implement innovative approaches to service delivery, and / or commercial orientation.
- **Acquisitions 2000:** The Acquisitions 2000 project was conceived as a strategic response to a series of concerns about the future role of SSC in the government's acquisitions activities. The project is continuing to redefine the methods and infrastructures used to accomplish acquisitions. Technology will be employed to enhance purchasing methods and to integrate government information resource management requirements. The changes in the Acquisitions services are built on, and supplied by, three major information systems:
  - Electronic Catalogue Order-Taking System (ECOTS) (see pages 35, 50);
  - Open Bidding (see below and pages 12, 49); and
  - Acquisitions Decision Support System (ADSS) (see page 51).

SSC obtained Treasury Board approval for partial project funding for 1991-92. Funding for Acquisitions 2000 and related projects for the fiscal years subsequent to 1991-92 is provided internally.

- **Open Bidding / Procurement Review Board:** Contracting for most services valued at over \$25,000 has been added to Open Bidding. As well, requirements which are to be sole sourced are advertised prior to award, to permit suppliers to challenge the justification. Cabinet approved a Memorandum to Cabinet to broaden the coverage of an open bidding initiative to other federal departments and an expansion of the current role of the Procurement Review Board (PRB) to include trade agreements other than FTA as well as procurements covered by open bidding.

- **Assets Information Management (AIM):** The AIM project, a Treasury Board initiative, focuses on providing the information required for the life-cycle management of material assets. This includes their planning, acquisition, use and disposal. The Project outputs, scheduled for completion in March 1993, will include business, information and data models which, with advances in technology, will support the progressive move to the electronic transfer of information between departments, governments and the public.
- **Canadian Content Policy:** SSC received Cabinet approval for a major initiative to eliminate outdated and redundant procurement policies intended to favour Canadian content in acquisitions, and to implement simplified policies designed to strengthen the governmental focus on obtaining value for money and meeting operational requirements while encouraging industrial development in Canada. The new policies took effect April 1, 1992. Subject to Canada's obligations under international trade agreements, suppliers of Canadian goods and services will be given exclusive access to SSC-handled procurements when there is sufficient competition. Clear, uniform rules of origin will be used to identify Canadian goods and services.
- **Incentive Rebate Program:** This is a program within the Crown Assets Distribution Service Line which was designed to encourage departments to declare their surplus assets more expeditiously. In April 1991, the standard rebate was increased by Treasury Board to 100% of the proceeds, net of costs and commissions. At that time some exceptions were removed. Legislation is currently before Parliament to amend the Surplus Crown Assets Act (see page 65).
- **Managing by Service Line:** The Service Line Review process was completed at the end of 1991-92. In 1992, a new Operational Planning Framework (OPF), based on the Service Line concept, was approved and subsequently used in the Multi-Year Operational Plans (MYOP). This OPF reflects the accountabilities and management processes of the Department, and provides increased insight into the Service Lines.
- **Capital Assets Management Plan:** A comprehensive five-year Capital Assets Management Plan (CAMP) has been established and forms the basis for effective management of the Department's capital plant infrastructure. SSC capital asset replacement funding for 1992-93 was approximately \$14.7 million. Work has begun on expanding the scope of the plan to include leased asset requirements.
- **Human Resources Management:** SSC has not only been maintaining current human resources programs but has expanded them in 1992-93 to include: Human Resources Implementation Plan, Career and Counselling Services, increased and decentralized training, regionally-expanded Employee Assistance Program, and an expanded recognition and awards program.
- **Public Service Compensation System (PSCS):** will, by 1996-97, give program department employees working data and related parameters set by legislation and policy. The system will provide on-line access and will be operated directly from pay and benefit offices in client departments. Estimated annual savings of up to \$22 million will be realized in 1997-98. Actual savings will be addressed in the upcoming Treasury Board Submission for the construction and installation phases.

- **Departmental Personnel Management System (DPMS):** is being redeveloped to integrate compensation and personnel information support functions at client departments' work stations. DPMS will be connected initially to the existing on-line pay system, and later to the new integrated compensation system. A re-engineered employee application was developed in 1992-93 (see pages 35, 60).
- **Financial Information Strategy (FIS) Project:** FIS is a joint project of the Office of the Comptroller General and SSC to satisfy both government-wide and departmental financial requirements through modern delivery mechanisms that eliminate reliance on paper-based financial administration. System construction is targeted for completion in the first quarter of 1993-94. Testing is to be completed during the summer with pilot implementation scheduled for the fall of 1993.
- **Direct Deposit:** is the method of electronically depositing government payments directly into recipients' accounts in any financial institution in Canada, and is available for a variety of government payments. With client departments, SSC is exploring ways of expanding and increasing direct deposit enrolment.
- **Environmental Agenda:** SSC continues to support the Green Plan and the Code of Environmental Stewardship, particularly in the areas of waste reduction, government procurement, and transportation energy.

## **E. Program Effectiveness**

The approach to measuring the effectiveness of SSC activities will continue to evolve in 1993-94. Service, results achievement and effective management of human resources continue to be the principal measures by which Supply and Services activities are to be evaluated.

### **1. Performance Measurement**

In 1991-92, SSC's executive management approved a new framework for corporate performance management, addressing performance information needs at the corporate level as well as requirements for the OPF and the Shared Management Agenda. The framework covers three areas: service, results, and human resources. In 1992-93, the Departmental Management Committee approved in principle eight indicators of corporate performance:

- a measure of client satisfaction based on a program of client consultations;
- the percentage of clients with whom SSC has service standard agreements;
- the percentage of service standards met and the percentage exceeded;
- a productivity index for each of the four major service lines (Acquisitions, Stocked Item Supply, Compensation Services and Socio-Economic and Other Payments);
- program Support and Administration expressed as a percentage of total departmental expenditure;
- a variance analysis of selected cost and revenue variables;



- an assessment of the extent to which SSC is contributing to government and public service wide objectives; and
- an assessment of the results of a regularized Employee / Management Pulse program that would focus on employee and management attitudes related to such things as management practices, quality of work, quality of service, vision, values and communications.

**Human Resources:** Human resources indicators will address how well SSC is managing people. Future reporting in the MYOP and Main Estimates will be based on this framework. While the full range of indicators for individual Sub-Activities has not yet been developed, SSC's executive management is strongly committed to this initiative.

Performance indicators for individual Sub-Activities are provided in Section II, Analysis by Activity / Sub-Activity.

## 2. Evaluation

Evaluation Branch will continue to support management in its process of determining the relevance of services provided in the current environment and in identifying changes required to better define SSC's service role in responding to client demands. The focus of the evaluation function is to respond to the evolving imperatives of management. The Evaluation Branch has developed a new mandate and processes to facilitate the response to the changing expectations for evaluations. Consistent with the Operational Planning Framework and corporate performance measurement, evaluations will proceed on a cyclical basis and will pursue such issues as program rationale, objectives achievement, and cost-effectiveness. The following is a brief summary of the results of evaluation studies completed by SSC during 1991-92:

- **Training and Development:** The evaluation found that roles and responsibilities for training and development needed to be further defined and dispersed with respect to corporately funded training throughout the Department.
- **Electronic Catalogue and Order-Taking System (ECOTS):** The evaluation determined that ECOTS is effective in providing short term improvements for clients.

## 3. Internal Audit

The following is a brief summary of the results of audit projects completed by SSC during 1991-92:

- **Departmental Personnel Management System — System Under Development:** The project had realized a significant accomplishment in the development and release of various components of DPMS. Recommendations to enhance the project organization and its development in the next stages were made to the project team.
- **Supplier / Customer Concerns Reporting and Resolution:** The audit indicated that supplier and customer concerns were handled effectively at the local level. It was determined that SSC actively solicits input from both clients and suppliers.



Recommendations were made to formalize the process of gathering and assessing management information concerning the nature, volume, frequency, commonality, costs and impacts of supplier-customer concerns.

- **Crown Assets Distribution Centre:** The audit recommended that the personnel who are responsible for Crown Assets Distribution (CAD) take the initiative to improve the return to the Crown from the sale of surplus goods. However, the audit recommended improvements to the application of the Surplus Assets Management System in controlling inventory and cash receipts from sales.
- **Administration of Costs Chargeable to the CPP Account:** The audit determined that the financial report of the Administrative Costs Chargeable to the Canada Pension Plan (CPP) Account presents fairly in all material respects, SSC's administrative costs chargeable to the Account for the year ended March 31, 1991.
- **Quality of the Procurement Process Across the Procurement Life Cycle:** The survey determined that there are elements of quality assurance within the procurement process and that performance measurement is being used to improve quality. Further audit activity in the area of a service-wide definition of quality will be undertaken as part of the Quality Management Framework recently promulgated in SSC.
- **Efficiency and Effectiveness of Data Centres:** The audit determined that the contractor is in compliance with the Facilities Management contract. The audit made recommendations for improving the administration of the contracts.
- **Direct Deposit Interface System:** The audit found a solid control framework in place to ensure the integrity of DDIS processing and the delivery of products by DDIS.
- **Contracting for Science and Technology Requirements in the Science Branch:** The Science Branch responds well to the demands placed upon it by customer departments, suppliers, the central agencies and by the Department itself. There are no major problems nor significant inefficiencies in the work flow and document routing.
- **Single Operating Budget Pilot:** In conjunction with the Evaluation Branch, the Internal Audit Branch completed the Evaluation Framework for the Single Operating Budget Pilot.
- **Environmental Scan — Information Technology Systems and Initiatives Impacting the Delivery of Procurement Services:** This scan was the first in a series of organization-focused studies. The information gathered from this study is used for the planning of audits.
- **Staff Relations:** The review found that the Staff Relations function meets the requirements exacted by Central Agencies.
- **PSCS Audit Requirements:** In conjunction with other government department Internal Audit groups, a document identifying the requirements for audit information that would be necessary to conduct a variety of audits on the Public Service Compensation System (PSCS) was provided to the project team.

- **Financial Statements 1991-92 — Canada Communication Group:** It was determined that a full audit was not practical, given the initiatives and transitions underway.
- **Financial Statements 1991-92 — Consulting and Audit Canada:** An unqualified opinion was given as to the statements fairly representing the financial position of CAC.

#### **4. Contract Quality Assurance**

##### **Quality Management Framework**

On May 20, 1992, DMC adopted the Quality Management Framework for Supply and Services Canada that was developed through the Departmental Quality Management Network. DMC also agreed that the sharing of information, tools and lessons relating to Quality Management should be encouraged.

##### **Quality Initiatives**

A User Committee comprising Headquarters and Regional Contract Quality Control employees was formed to develop an enhanced Contract Quality Assurance System which will complement the Quality Assurance Program for the Acquisitions Service Line of the future. The Committee is currently working on the sampling procedure to be used to select contract files for audit. The proposed sampling procedure will be presented for approval to the Audit and Review Committee (ARC).

In August 1992, development of a departmental Quality Assurance policy commenced. Using a quality management technique, a departmental working group was formed to consider the nature / content of the proposed policy. The proposed draft version is in the process of being prepared and will be presented to the ARC for approval.

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## **Section II**

### **Analysis by Activity/Sub-Activity**

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#### **A. Central and Common Services Activity**

##### **Description**

This Activity consists of Central and Common Services in the areas of supply, personnel, and finance, where each service is a Sub-Activity and incorporates directly-related Service Line management and delivery functions throughout the Department. Central and Common Services are developed in an integrated manner at Headquarters to meet a wide variety of client needs, and are delivered to approximately 100 departments and agencies through a network of offices across Canada, in Europe and in the United States in conformity with established client service and resourcing standards.

Each Sub-Activity includes resources dedicated only to that particular Sub-Activity, as well as an allocated portion of those resources in regional directorates which provide direct support to more than one Central and Common Services Sub-Activity.

Central services provided to the government as a whole are:

- Banking and Cash Management;
- Central Accounting and Reporting; and
- Socio-Economic and Other Payments.

Common Services provided to federal departments and agencies are:

- Acquisitions;
- Compensation Services;
- Information Management;
- Major Crown Projects;
- Management Information Support Services;
- Traffic Management;
- Crown Assets Distribution; and
- Stocked Item Supply.

## Resource Summary

**Figure 7: Activity Resource Summary (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE*	Expenditure	Revenue	Net	FTE
<b>Central Services:</b>								
Banking and Cash Management	51,753	—	51,753	210	49,850	75	49,775	207
Central Accounting and Reporting	7,492	21	7,471	120	7,431	23	7,408	119
Socio-Economic and Other Payments	76,921	27,083	49,838	573	72,291	28,450	43,841	566
<b>Common Services:</b>								
Acquisitions	105,675	8,703	96,972	1,530	101,194	10,421	90,773	1,512
Compensation Services	56,504	7,177	49,327	1,178	68,561	13,210	55,351	1,164
Information Management	103,470	—	103,470	1,133	102,673	—	102,673	1,119
Major Crown Projects	24,011	28,079	(4,068)	340	23,254	27,790	(4,536)	336
Management Information Support Services	7,090	6,279	811	83	9,442	7,299	2,143	82
Traffic Management	2,502	—	2,502	47	2,292	—	2,292	47
Traffic Management - OSRF	41,100	41,100	—	—	41,100	41,100	—	—
Crown Assets Distribution - OSRF	10,268	8,672	1,596	82	9,749	8,423	1,326	83
Stocked Item Supply - OSRF	115,212	114,522	690	258	110,343	111,468	(1,125)	258
<b>Total</b>	<b>601,998</b>	<b>241,636</b>	<b>360,362</b>	<b>5,554</b>	<b>598,180</b>	<b>248,259</b>	<b>349,921</b>	<b>5,493</b>

- \* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resources consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours over scheduled hours of work.



**Explanation of Change:** The 1993-94 Estimates is \$10.4 million higher than the 1992-93 Forecast as a result of the following:

	(\$ million)
• Canadian Commercial Corporation Transfer	1.0
• Reference Level Adjustment — 1989-90 MYOP	(1.2)
• Contributions to Employee Benefit Plan	28.8
• Public Service Compensation System	(14.2)
• December 2, 1992 Budget Reduction	(6.3)
• SIN Replacement	1.8
• Net Revenue Adjustment	5.4
• Financial Restructuring	(2.0)
• Service Lines Reallocation	5.7
• Transfer of EBP to Treasury Board	(2.3)
• Reprofiting of 1991-92 Vote — Operating Budget	(3.4)
• All Other Changes	<u>(2.9)</u>
Net Increase	<u>10.4</u>

## 1. Central Services

### (a) Banking and Cash Management Sub-Activity

#### Objective

To provide banking and cash management services to government departments and agencies; to maximize return on cash flows; and to minimize the costs of services supporting operations.

#### Description

The Banking and Cash Management Sub-Activity is responsible for the receipt, transfer, holding and disbursement of public money and redemption of payments both in Canada and abroad. However, debt management remains the responsibility of the Department of Finance, and cash forecasting is the responsibility of the Bank of Canada which acts as the government's banker and fiscal agent. As well, it negotiates or tenders for all banking services and facilities required by the government, including establishing compensation to financial institutions for banking arrangements and handling the "float".

The Sub-Activity redeems and validates all government payment instruments (Receiver General cheques, Direct Deposit payments, Unemployment Insurance warrants). It manages the deposit of all monies collected by government departments and agencies, and their credit to the Receiver General for Canada. Following Bank of Canada and Department of Finance policies, it places all public money in interest-earning accounts at Canadian and foreign financial institutions on a daily basis. The objective is to operate the treasury function so as to minimize the government's need to borrow while ensuring the acceptability of payment instruments of all kinds issued to its creditors and benefit recipients.

#### Resource Summary

**Figure 8: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Banking and Cash Management	51,753	—	51,753	210	49,850	75	49,775	207

**Figure 9: Summary of Business Volume**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
Number of Bank Facilities	<b>4,300</b>	4,200	3,984
Number of Payments Reconciled (millions) <sup>1</sup>	<b>232,313</b>	229,994	230,298

<sup>1</sup> Includes UIC warrants.

### **Performance Information and Resource Justification**

Performance is assessed through cyclical audit and evaluation activity and special studies, as well as against the following measures, used on an ongoing basis:

- compensation to the Financial Institutions for basic non-tendered services and for float is to be made within 30 days after the end of the month 100% of the time;
- all services provided to client departments are to meet regulatory and legislative requirements and timeliness and necessary standards set by clients on a case-by-case basis;
- cheques and warrants are to be reconciled with bank balances within seven days of shipment to Cheque Redemption Control Branch from the Bank of Canada; and
- cheque enquiries are to be responded to within 1 day for cheques in circulation and 3.5 days for redeemed cheques.

All the above performance standards have been met.

### **Accomplishments**

During 1991-92, banking systems processed cash receipts worth \$624 billion and disbursements amounting to \$626 billion. Investing cash balances earned \$177 million in interest. The Cheque Redemption and Control Branch in Matane, Quebec, reconciled over 230 million Receiver General payments and UIC warrants, worth a total value of \$207 billion and answered more than 589,000 payment-related enquiries.

**Triennial Banking Services Agreement:** A new agreement has been negotiated with the financial institutions, to cover fees and services for the period April 1992 to March 1995.

**Electronic Revenue:** A number of projects have been initiated to take advantage of the opportunities offered by new electronic-based banking services. The use of these products should reduce departmental administrative costs and improve cash flow and customer service.

## (b) Central Accounting and Reporting Sub-Activity

### Objective

To provide accurate government accounting records; and to prepare and publish the annual Public Accounts of Canada and other financial reports in a timely manner.

### Description

The Central Accounting and Reporting Sub-Activity provides financial information services needed by the government as a whole rather than by individual departments, maintains the Central Accounts of Canada; prepares interim reports; prepares and produces the Public Accounts of Canada; and maintains the Central Accounting System (CAS). The Central Accounting and Reporting Service Line also provides guidance to departments and agencies concerning recording, accounting and reporting for their respective financial transactions.

### Resource Summary

**Figure 10: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Central Accounting and Reporting	7,492	21	7,471	120	7,431	23	7,408	119

**Figure 11: Summary of Business Volume**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Number of Central Accounts	3,700	3,700	3,700
Date Public Accounts Available	Oct 31	Dec 9	Dec 10

### Performance Information and Resource Justification

Performance is measured through cyclical audit and evaluation activity; special studies; and against the following standards:

- Accounts of Canada — To manage effectively and efficiently the year-end closing in accordance with Receiver General Directives. To establish legislative accounts requirements by April 30;



- Interim Reporting — To produce interim financial statements by established target dates; and
- Public Accounts of Canada — To prepare and make available for publication by October 31.

All the above performance standards have been met.

## **Accomplishments**

**Financial Information Strategy (FIS)** is a joint project between the Office of the Comptroller General and SSC which affects the Central Accounting and Reporting Sub-Activity, the Socio-Economic and Other Payments Sub-Activity, and the Management Information Support Services Sub-Activity. Further to Treasury Board approval in July 1989 of the principles of the Financial Information Strategy, the FIS implementation project will increase the capabilities, information content and technological sophistication of systems.

**Central Accounting System (CAS):** To carry out its responsibilities, the Service Line operates this system which controls, tracks, analyzes, aggregates and reports on the government-wide financial transaction data. CAS is one of the most complex financial control and information systems in the country. There are 106 departments and agencies in the accounting entity, with expenditures totalling \$162 billion in 1991-92.

### **(c) Socio-Economic and Other Payments Sub-Activity**

#### **Objective**

To provide accurate and timely payment services to recipients across Canada including Old Age Security, Goods and Services Tax Credits, Canada Savings Bonds, and Supplier Accounts.

#### **Description**

This Sub-Activity issues payments on behalf of all government departments and agencies using the Consolidated Revenue Fund. Generic systems with customized features produce and distribute payments to the public. It also supports the socio-economic programs administered by Health and Welfare, Employment and Immigration, Veterans Affairs, and Agriculture Canada, as well as certain programs of National Defence and the Bank of Canada. It provides file maintenance and support services for keeping files up to date and management administration reports. This Service Line is also responsible for issuing all government payments other than compensation and Unemployment Insurance Warrants.

## Resource Summary

**Figure 12: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Socio-Economic and Other Payments	76,921	27,083	49,838	573	72,291	28,450	43,841	566

**Figure 13: Summary of Business Volume – Major Payments Issued (000)**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Family Allowances	—	33,967	45,073
Child Tax Benefit	39,774	9,426	—
Old Age Security / Guaranteed Income Supplement	40,928	40,357	39,089
Canadian Jobs Strategy	801	796	828
Canada Pension Plan	33,367	32,208	31,104

**Figure 14: Summary of Business Volume (000)**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Cheques	130,449	137,398	155,217
Direct Deposit Payments	52,506	44,855	21,842
Total Payments	182,955	182,253	177,059

## **Performance Information and Resource Justification**

Performance is measured through cyclical audit and evaluation activity, special studies and the following indicators:

- provision of payment and related services to clients based on established timeframes, agreed service levels, and memoranda of understanding as well as feedback from clients through ongoing liaison;
- percentage of payments issued according to agreed service levels;
- cost per payment; and
- number of payments issued.

## **Accomplishments**

During 1991-92, total payments of more than 177 million payments were issued. These included:

- 115 million Income Security Program payments;
- 3.8 million Other Social Program payments; and
- 37.6 million other payments (i.e. 28.9 million GST payments, over 7.7 million general accounts payments to suppliers of goods and services on behalf of all federal government departments), and more than one million Canada Savings Bond interest payments for the Bank of Canada.

In addition, Canadian Forces Pay allotment and Regular and Reserve payments were issued for National Defence. Non-payment services were provided which include securities deposit facilities for the Office of the Superintendent of Financial Institutions, and the administration and issue of Canada Savings Bonds purchased through payroll and pension plan deductions for both current and former government employees, members of the Canadian Forces and the Royal Canadian Mounted Police (RCMP).

**Direct Deposit:** This is the method of electronically depositing payments directly into recipients' accounts at any financial institution in Canada. It is available for a variety of government payments including: public service pay, public service and Canadian Forces pensions, tax refunds and credits and socio-economic payments (Old Age Security, Canada Pension Plan, War Veterans Allowances and the Canadian Pension Commission). Direct Deposit increases efficiency for government and financial institutions, reduces costs and increases service to the public. During 1991-92, Direct Deposit was successfully introduced for the income tax refund payments of Revenue Canada - Taxation. The approximately 12 million recipients of these payments will be able to select Direct Deposit as a payment method on a voluntary basis.

Direct Deposit enrolment for Socio-Economic and Other Payments as of October 31, 1992 was:

• Old Age Security	1,400,000	42%
• Canada Pension Plan	1,060,000	38%
• Taxation Refunds	1,300,000	10%
• Family Allowances	940,000	25%
• Canada Pension Commission	66,000	48%

**Income Security Redesign Program:** SSC and Health and Welfare Canada (HWC) are collaborating on the Income Security Program Redesign to modernize delivery of Old Age Security and Canada Pension Plan. Phase one, Planning, is now complete. Phase two, Project Grounding and Partnering, has started and is scheduled for completion in 1993-94.

Treasury Board has approved, in principle, funding of \$258.15 million for phases two and three, as well as the establishment of this initiative as a Major Crown Project. This initiative is funded from three sources: Treasury Board (Consolidated Revenue Fund), Canada Pension Plan, and Income Security Branch Investment. The projected period for phase three, Implementation, is from 1994 through 1997.

**Standard Payment System:** This is being developed in order to implement the payments services strategy of providing a flexible system which responds to the requirements of client departments. These requirements include greater control over their administrative processes, greater choice in the nature and location of services delivered by SSC, and improved service to their clientele.

## **2. Common Services**

### **(a) Acquisitions Sub-Activity**

#### **Objective**

To provide common services for the efficient and economical procurement of goods and services to the satisfaction of clients, taking into account contributions toward the realization of national objectives.

#### **Description**

The Acquisitions Sub-Activity manages the supply process. This involves market research; product planning; method-of-supply studies and the solicitation, evaluation, selection, negotiation, issuance and administration of contract documentation, other supply arrangements, and services in support of acquisitions such as systems support, statistics and administrative support. It deals with scientific, engineering and commercial commodities such as aerospace and armament, marine, electronics and industrial systems products; industrial and commercial products; office automation services and information systems; science and professional services and products; and products and services.



## Resource Summary

**Figure 15: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Acquisitions	105,675	8,703	96,972	1,530	101,194	10,421	90,773	1,512

**Figure 16: Summary of Business Volume**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Contracting Value (\$millions)	6,868	6,570	7,110
Number of Vehicles / Equipment Items Managed	4,107	10,890	16,000

## Performance Information and Resource Justification

**Performance measures** which are now being considered for inclusion in annual reports to clients are described below. These indicators reflect future directions being developed in consultation with major clients.

**Effectiveness Measures:** These indicators demonstrate:

- SSC's performance in terms of achievement of agreements between SSC and the customer respecting contract award dates;
- the amount of time SSC takes from receipt of requisition to award of contract; and
- specific throughput delay information, i.e., reasons for those delays, and display of this information as part of this report.

## Value-Added

- **Economies / Savings:** SSC has developed a communications tool, a quarterly publication entitled "SupplyLine", to publicize the significant savings / cost avoidance results which ensue from the Acquisition Service Line method of supply / requirement definition / market development, competitive bidding, skilful contractual negotiation and ensuring suppliers' adherence to all of the terms and conditions of the contracts. The "SupplyLine" demonstrates the achievements of successful procurement and client cooperation and illustrates benefits attained.
- **Customized Procurement Service-Contract Administration:** To enhance the value added by SSC and to give visibility to that aspect of service delivery, it is intended to follow-up with our clients, on a transaction by transaction basis, to ensure that expectations are met. A pilot has recently been initiated in this regard. SSC's overall service delivery will be conducted in an environment of Total Quality Management (TQM), striving for excellence, sensitivity and cooperative relations, and will be fully supported by information technology.
- **Special Projects, Initiatives:** To report on progress of client-specific results on special projects, eg., ECOTS implementation, TAPS product facilitation, client-directed requisitions, policy changes and administrative streamlining.

## Accomplishments

The Headquarters Directorates and the five Regional Directorates delivered acquisition services with a combined value of \$7.1 billion in contracts during 1991-92.

**Financial Restructuring:** Funding for the Acquisitions Sub-Activity was amended in 1992-93 with respect to mandatory services. In order to maximize the effectiveness of the services provided by SSC, the Acquisitions Service Line is now financed by annual voted appropriation rather than fees from departmental clients. Under the new funding regime, SSC maintains current levels of service and, through an inter-departmental committee, identifies service level improvement priorities. This funding change was effected by including an item in each department's 1992-93 MYOP submission to transfer the funds that departments would otherwise have paid as a fee, in order to establish a basis for appropriations in SSC.

**Open Bidding:** Since its inception, the Open Bidding Initiative has given all Canadians an equal chance to compete for government contracts. In 1992-93, the new Open Bidding Service (OBS) replaced the Procurement Opportunities Board. Currently, the OBS has over 7,000 subscribers and continues to expand. Opportunities under the General Agreement on Tariffs and Trade (GATT) and Canada - U.S. Free Trade Agreement (FTA) are also formally advertised in the Government Business Opportunities (GBO) and are carried on the OBS. For example, a separate feature of the opportunities information on the OBS and GBO is a display of notices of U.S. bidding opportunities opened up through the FTA, extracted from the U.S. Department of Commerce publication Commerce Business Daily. Also carried are selected foreign requirements gathered by the various trade missions of External Affairs.

A major expansion of open bidding took place in April 1992 with the inclusion of most competitive goods requirements over \$25,000, the majority of service requirements over \$25,000, as well as the advertising of some sole source opportunities. The Open Bidding Service replaced the Procurement Opportunities Board on June 1, 1992.

**The Supplier Promotion Program**, officially launched by the Minister of SSC, in June 1989, ensures that Canadian companies know how to do business with SSC and are better positioned for global business opportunities in the 1990s. Using a seminar format SSC personnel provide information on all aspects of federal procurement. In 1991-92, 90 seminars were held across the country and were attended by approximately 5,000 suppliers.

**Under the Western Procurement Initiative (WPI)**, SSC continued to increase the participation of small and medium-sized western Canadian enterprises in the public sector procurement market. In 1991-92, the fourth and final year of the program, the total value of contracts placed in the western provinces was approximately \$269 million above the 1986-87 base of \$933 million. The cumulative total of the four-year program represents an increase of approximately \$875 million of federal procurement contracts awarded by SSC in the four western provinces which far exceeds the \$600 million goal.

**The Acquisitions 2000 (A2K)** project was created by SSC to manage the evolution of its acquisitions services in response to the changing needs of client departments and the demands of technological change and new fiscal realities. A2K is currently working to realize the objectives set out in the Increased Ministerial Authority and Accountability (IMAA) and PS 2000 initiatives by fundamentally re-engineering the administrative process so that end-users can better focus on and directly control the elements of their operations. A2K fosters teamwork on many levels. The goals and methods being employed by A2K are very closely aligned with those of the Council for Administrative Renewal. Administrative reform is taking place across the government and A2K supports the initiative of the Administrative Policy Branch at Treasury Board Secretariat.

**The Electronic Catalogue and Order-Taking System (ECOTS)** project is a three year initiative which started in June 1990. Its purpose is to test and implement electronic connectivity between SSC and client departments in order to facilitate a number of procurement-related functions. Functions to be offered include user access to electronic:

- order-entry / order-processing of client-to-SSC requisition transactions;
- query of status for requisitions being processed by SSC on behalf of clients;
- query of inventory status for consumable items available through SSC warehouses;
- browse and download of standing offer catalogues;
- browse and download of goods and services catalogues; and
- browse and download of goods and services sourcing information for use by client departments.

Approximately 22 clients currently using the Transaction Automated Processing System (TAPS) were connected to ECOTS by the end of the 1992-93 fiscal year. In addition, ECOTS developed a telephone ordering system which allows clients to dial into SSC and order from the Stocked Item Supply (SIS) system.

**The Business Centre** was established to help demonstrate and evaluate the procurement tools and communication and transaction systems. The Business Centre is developing several "expert" systems to help SSC staff and clients. One such system allows clients to contract for a specific commodity or service themselves, based on the best advice available on market information, contracting procedures and government guidelines. Another expert system will help SSC buyers build solicitation and contract documents tailored to their unique requirements.

**The Materiel Management Services Offering (MMSO)** is one of the client zone optional components of Acquisitions 2000. It is intended for federal departments and agencies interested in installing an automated system to manage their assets, both capital and consumable. The system to be offered will be selected in the first quarter of 1993-94.

**The Fastrack System** is currently being analyzed and will be developed or purchased from a private sector vendor. This system will allow clients to access Standing Offers in SSC and place orders without the intervention of procurement officers. The client will be able to browse data bases and review previous orders to complete new orders in addition to determining order status. The order will be sent to the vendor using Electronic Data Interchange (EDI) or facsimile transmission if the vendor is not EDI capable. It is expected to have the first release of Fastrack implemented by the end of June, 1993.

**Advance Contract Award Notices (ACANs)** were introduced in July 1992 as a mechanism whereby the government's intention to sole source a requirement is advertised prior to award in order to encourage openness and fairness in the procurement system by permitting suppliers to challenge the justification for a directed award.

**The Acquisitions Decision Support System (ADSS)** is a major element in the overall Acquisitions 2000 strategy and is specifically concerned with significantly improving the level of automated support to procurement staff in both Regional and Headquarters Directorates of SSC and client departments by providing major systems and infrastructure enhancements over a three-year period. ADSS will provide for: increased functionality, improved access and performance, individual intelligent workstations, increased data handling capability, access and update of databases and information banks, and a simplified, more functional system.

**The Centre for Client Relations**, which was established in April 1991 provides a focal point for communications between clients and the Supply Portfolio and to improve SSC's interaction with the client community. The Centre provides a client support service by keeping departments up-to-date on new SSC policies, procedures and activities which may impact the acquisition of their requirements. This is achieved through a number of initiatives including the Account Executive Program (a senior SSC executive who is a client department's contact with SSC on supply issues); seminars and presentations tailored to client needs; SSC/departmental coordination committees (DND), which provide a forum for the exchange of ideas and appropriate action; publication of the SSC Customer Manual and "SupplyLine" newsletter and maintenance of a client resource centre.



## **(b) Compensation Services Sub-Activity**

### **Objective**

To provide accurate and timely pay and pension payments.

### **Description**

The Compensation Services Sub-Activity provides pay, pension and insurance services to departments and agencies. These compensation services are defined by legislation, regulation and policies, and include 150 collective agreements, 5 pension acts and 5 insurance plans. Authority and responsibility for the pay and benefits function for federal public servants are shared by all government departments and agencies. Treasury Board manages the compensation function and individual departments and agencies administer day-to-day pay and benefit operations. Delivery of these services is accomplished through a national network of 15 service offices which respond to the needs of over 100 departments and agencies.

### **Resource Summary**

**Figure 17: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Compensation Services	56,504	7,177	49,327	1,178	68,561	13,210	55,351	1,164

**Figure 18: Summary of Business Volume (000)**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Cheque Issue	5,877	6,224	9,785
Direct Deposit Payments	6,971	6,204	3,727
Total Payments	12,848	12,428	13,512
Accounts	915	776	928

## **Performance Information and Resource Justification**

Performance is measured through cyclical audit and evaluation activity; special studies; and the following indicators:

- provision of services to clients based on established timeframes, agreed service levels, and Memoranda of Understanding as well as feedback from clients through ongoing liaison;
- percentage of payments issued according to agreed service levels;
- cost per payment; and
- number of payments issued and accounts maintained.

A management framework providing the necessary infrastructure for data capture of the approved indicators is being established. Currently, limited performance data is available but a prototype system is under development to fully address this issue. The reporting activity commenced late in 1991-92.

## **Accomplishments**

The Compensation Service Line introduced an on-line pension calculation service for pension quotation on schedule. The impact of pension reform changes on SSC systems has been evaluated and plans are in place to implement them. In order to increase participation in Direct Deposit for Public Service pay cheques, Treasury Board approved the advancement of the pay day from Friday to Wednesday. The recovery of the two-day advance has been made over 26 pay periods. During 1991-92, the Compensation Sub-Activity issued payments to 350,000 federal employees (including employees of the RCMP) and to 273,000 pensioners. Compensation activities resulted in over 14 million payments totalling more than \$13 billion to over 900,000 accounts.

**Public Service Compensation System (PSCS)** will, by 1996-97, replace the existing pay, pension and employee insurance systems with one integrated system which will move the control of the compensation operations directly to client workstations. Funds were approved in March 1991 for a Dual Design, to reduce risk by providing the Department with two separate designs from two competing contractors for the final PSCS system. Resource levels for 1992-93 were eight full-time equivalents and \$14.2 million. Funds for the Construction and Installation phases have been requested through a Treasury Board submission.

The expected impact on SSC staff at Headquarters and in the regions is significant (a reduction of 753 full-time equivalents). Final human resources transition policies are in place with retraining and skills upgrading assistance available to affected employees.

**Direct Deposit** has been made available for public service pay and public service and Canadian Forces pensions.

**Pension Reform:** In response to Pension Reform draft legislation, a Treasury Board submission was approved for development and administration of proposed new pension plans. Funding of \$3.5 million was granted for 1991-92, \$6.5 million in 1992-93, \$4.4 million in 1993-94, and for subsequent years base funding will be increased by \$0.6 million.

**Personal Record Identifier Number (SIN Removal):** In June 1988, the federal government announced that the use of the Social Insurance Number (SIN) in employee records of the federal governments and agencies would be restricted to instances specified in legislation (e.g. administration of tax, social benefits programs and other federal statutes). In response to this directive, a new identifier, the Personal Record Identifier (PRI) was created. Client implementation will commence in May 1993, with completion by June 1994.

Work continued in 1992-93 to modify the Service-Wide Systems (e.g. Regional Pay, Pension, Finance, and Personnel Systems and related procedures) to accommodate the PRI in place of the SIN. Where approved, the SIN will continue to be used as the identifier, i.e. Revenue Canada T4's, Canada Savings Bonds, etc. A new system, the Central Index, has been implemented to manage the assignment of the PRIs to individuals. Development of the Remittance Agency Reference Number Index to assign and manage the new Individual Agency Number (IAN), and the modification to the Service-Wide Systems, will be implemented in phases starting with the Bargaining Agents.

**PS 2000 — Compensation and Benefits:** Flexible Benefits is a new concept of how to administer benefits (such as the Public Service Health Care Plan (PSHCP) and the Public Service Management Insurance Plan (PSMIP) and Dental Plan). At this time, the application of flexible benefits will likely be limited to Management Category employees. If implemented, it will likely result in a significant impact on PSCS and the existing Compensation systems. No decision to proceed has been made by Treasury Board at this time. Investigation is under way with regard to feasibility and cost benefits of this activity.

### **(c) Information Management Sub-Activity**

#### **Objective**

To provide systems and database development, implementation and maintenance; to provide information technology and telecommunications facilities; to act as a centre of expertise to advise on information technologies and technical services; and to provide strategy development for Information Management, and Common Information Management services in support of SSC's Central and Common Services and the administration of the Department.

#### **Description**

The Information Management (IM) Sub-Activity contributes systems and database development to support Common Services and Common Information Management (e.g. data administration and database administration) to assist in the automation of government administrative services; Information Technology (IT) and telecommunications facilities, operation and maintenance for SSC's Service Lines; and, strategy development to position the Information Management (IM) capabilities of the Department to support its central and common services and internal management, and establishment of a centre of expertise to facilitate development of government-wide IM/IT strategies.

## Resource Summary

**Figure 19: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Information Management	103,470	—	103,470	1,133	102,673	—	102,673	1,119

## Performance Information and Resource Justification

Performance is measured through cyclical audit and evaluation activity and special studies, and against the following indicators:

- successful development and implementation of applications, in response to Service Line projects;
- operation and management of plant facilities against operational plans and predetermined service level standards as specified in Agreements with clients;
- overall progress toward the achievement of the strategic directions set out in the Supply and Services Canada Information Management Plan;
- measurement of penetration of the use of Common Services in government; and
- measurement of productivity and quality gains attributable to the deployment of technology, both in SSC and government-wide.

## Accomplishments

**The Regional Technology Project** will provide SSC's regional offices with modern technology for the 1990s and consolidate print production sites. The project has been proceeding in the form of a number of sub-projects which are targeted to replace the DPS6 systems, consolidate print production sites and improve production operations. DPS6 replacement includes the implementation of Local Area Network based production (print) and application (data entry and batch systems) services. Consolidation from 18 to 11 sites and replacement of the DPS6 systems was completed in the last quarter of 1992-93.



**Key Commitments:**

- develop, implement and maintain Information Management systems and databases;
- provide, operate and maintain Information Technology and telecommunications facilities;
- advise and provide guidance on information technologies, and technical support services;
- develop strategies to position the Information Management capabilities of the Department; and
- provide a protective, structured environment for the management of the Department's information.

**(d) Major Crown Projects Sub-Activity****Objective**

To deliver Major Crown Projects (MCPs) on time and within budget.

**Description**

This Sub-Activity encompasses all functions relating to Major Crown Projects. Responsibilities may be further defined by individual project briefs, interdepartmental Memoranda of Understanding and by Cabinet direction. It ensures that time, cost and performance objectives are satisfied according to client needs. There are 33 MCPs at various stages of completion in SSC. Treasury Board classifies a project as an MCP after analyzing its risk and importance.

**Resource Summary****Figure 20: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Major Crown Projects	24,011	28,079	(4,068)	340	23,254	27,790	(4,536)	336

**Figure 21: Summary of Business Volume (\$millions)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
Contracting Value	<b>1,522</b>	5,939	2,212

### **Performance Information and Resource Justification**

**Financial Restructuring:** In 1992-93, the Major Crown Projects Sub-Activity was converted to vote-netting. SSC continues to bill for the incremental costs of these services and no transfers are required for overhead from mandatory clients' reference levels. Existing management approaches assure that efficiency, effectiveness and cost information (results, cost, time, quality and value-added) are adequately identified and assessed against established targets and indicators set out in formally approved SSC-client Memoranda of Understanding.

Major Crown Project performance will be reported in a narrative report format, with significant deviation and progress reported on an exception basis, with report content and frequency requirements dictated by the inherent characteristics of each Major Crown Project. This report will also include "bottom-line" statements showing the total number of projects on time or late and the total number of projects under or over budget. The adequacy of the service level indicators and results data contained within the annual report will be subject to periodic review. The following excerpts highlight some of the MCPs currently ongoing in SSC.

- **Canadian Patrol Frigate Program (CPF)**

This Program is valued at more than \$6 billion and will result in the design, construction and delivery of 12 new patrol frigates to the Canadian Navy. The prime contractor is Saint John Shipbuilding Ltd. Under subcontract, Paramax Electronics Corporation of Montréal is providing the combat systems suite. The first frigate, HMCS Halifax, was delivered to the Navy in June 1991. The second frigate, HMCS Vancouver, was delivered September 1992.

Three of the frigates are being built by Marine Industries Ltd. in Quebec, under subcontract. The remainder are being built in New Brunswick. At Saint John Shipbuilding Ltd., 2,167 hourly-paid employees are currently employed. At Marine Industries Ltd., 1,087 hourly-paid employees are assigned to CPF work.

- **Tribal Class Update And Modernization Project (TRUMP)**

This project is the refit and modernization of four DDH280 Class destroyers including an up-to-date combat suite and modernization of the propulsion and auxiliary systems. This \$1.2 billion project is extremely complex due to the mix of refit, ship alterations, modernization and stand-alone elements. The contract was awarded to Litton Systems Canada Ltd. of Toronto in May 1986. MIL Davie Inc. in Lauzon, Quebec, was selected to perform the shipyard work under a subcontract with Litton.

The Canadian content and industrial offset benefits generated by the TRUMP project will equal or exceed the contract target price of \$919 million (in 1984 dollars). At least 11,403 full-time equivalents of high-quality employment will be generated in several regions of Canada.

- **New Shipborne Aircraft Project (NSA)**

This project is a Department of National Defence requirement to replace its aging fleet of Sea King helicopters with new modern helicopters. The total project value is \$4.4 billion with a completion date of 2003. The main implementation contracts for the 50 aircraft were awarded in October 1992 to EHI (London) and Paramax for a value of \$2.8 billion.

- **Canadian Forces Utility Tactical Transport Helicopter (CFUTTH)**

The official signing ceremony of the CFUTTH, a DND requirement for 100 helicopters worth \$754.1 million took place on September 16, 1992. The main contractor, Textron Canada Limited, Bell Helicopter Textron Division, is supported by two major subcontractors - Canadian Marconi Corporation and CAE Limited.

The CFUTTH is collectively designated as the CH-146. It is intended to replace three aging fleets, the CH-118 Iroquois, the CH-135 Twin Huey, and the CH-136 Kiowa. The CFUTTHs are intended for use in three roles: Special Emergency Response Team; Base Rescue and Inland Search and Rescue; and for Tactical Transport requirements. The first CFUTTH delivery is scheduled for August 1994 and the last aircraft is slated for a January 1998 delivery.

- **Canadian Airspace Systems Modernization Plan (CASP)**

CASP involves the integration, modernization and improvement of systems, facilities and equipment used in providing air traffic services to commercial, military and private aircraft operators across Canada to the year 2000. Overall project value is in the order of \$5 billion. Among other means, implementation will be accomplished through a series of MCPs, including:

- **Radar Modernization Project (RAMP)**, designed to replace and modernize all primary and secondary air traffic control en route and terminal radar systems;
- **Canadian Automated Air Traffic Service (CAATS)**, a six-year project valued at \$376.6 million. It provides for the procurement, design, integration, installation and testing of an updated and automated air traffic system at seven air control centres; and approximately 70 air traffic control towers across Canada, together with industrial regional benefits; and

- **Microwave Landing Systems Project (MLS)**, designed to equip Canadian airports with microwave landing systems. Phase I is expected to cost in excess of \$100 million.
- **Space Station Project.** The Space Station Project of the Canadian Space Agency is a cooperative endeavour with the U.S. National Aeronautics and Space Administration (NASA) and other partners to develop, operate and use an international space station. Canada is providing systems including a mobile servicing centre and a special-purpose manipulator system. The project also calls for the development of experiments to be conducted on board the space station through the User Development Program and the Strategic Technologies for Automation and Robotics Program. During 1991-92, contracts worth \$7 million were awarded.
- **RADARSAT.** SPAR Aerospace of Ste-Anne-de Bellevue is developing a remote-sensing satellite with a space and ground segment on behalf of the Canadian Space Agency. Cabinet approved RADARSAT as a 10-year, \$415 million, Canadian-led international program to design, develop and operate Canada's first earth observation satellite system. Canada will develop the primary radar sensor and will integrate and test the satellite. During 1991-92, contracts worth \$250 million were awarded.
- **Income Security Programs Redesign (ISPR)**  
  
This project involves the redesign of the Income Security Programs (Canada Pension Plan and Old Age Security Programs) service delivery operations. This comprises the planning, definition, development and implementation of a new integrated client services delivery operation that will move the Income Security Programs Branch from its current position to that envisioned for the future. There are two phases to this Project; the first is the Project Partnering Phase (1991-94) and the second the Implementation Phase (1994-97) at a cost estimated at \$258 million.

#### **(e) Management Information Support Services Sub-Activity**

##### **Objective**

To develop and deliver cost-efficient optional personnel and financial services which respond to departments' needs and which are fully integrated with the core systems for compensation, central accounting and payments which SSC provides to all government departments.

##### **Description**

This Sub-Activity provides a broad range of optional personnel and financial systems and services derived from SSC's core systems in the compensation, payments and accounting areas. These services support common administrative functions within departments. Operating costs for providing most of these services are recovered from customer departments.



## Resource Summary

**Figure 22: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Management Information Support Services	7,090	6,279	811	83	9,442	7,299	2,143	82

**Figure 23: Summary of Business Volume**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
Number of Departments and Agencies Receiving Departmental Reporting System Reports	109	109	113
Number of FINCON Clients	29	29	29

## Performance Information and Resource Justification

Performance is measured through cyclical audit and evaluation activity; special studies; and the provision of services to clients based on established timeframes, agreed service levels, and Memoranda of Understanding, as well as feedback from clients through ongoing liaison.

**Departmental Personnel Management System (DPMS)** enhancements will produce a complete personnel management system in conjunction with the Public Service Compensation System (PSCS), integrating departmental personnel information support functions. DPMS will have a technical linkage between the various applications and will be decentralized to the Regions. By 1993-94, it is hoped that all applications will be available for implementation by clients. During 1993-94, SSC will determine the technical linkages required between DPMS and the new PSCS.

**Financial Information Strategy (FIS)** project encompasses the following two elements which affect this Sub-Activity:

- **Common Departmental Financial System (CDFS)** is currently in the System Construction phase with implementation scheduled for April 1994. An Access and Reporting pilot is planned to commence in April 1993 and a full system pilot for one client is scheduled for October 1993; and
- **Central Financial Management and Reporting System (CFMRS)** is currently in the System Architecture phase. Implementation is scheduled for April 1995.

**(f) Traffic Management Sub-Activity**

**Objective**

To provide efficient and effective traffic management services to the satisfaction of clients.

**Description**

This Sub-Activity provides services related to the domestic and international transport of people and goods for government departments and agencies and includes the Overseas Traffic Section, the Government Travel Service, Central Freight and Travel Management Services; Central Removal and Removal Insurance Services; and transportation advisory and contracting services.

**Resource Summary**

**Figure 24: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Traffic Management	2,502	—	2,502	47	2,292	—	2,292	47
Traffic Management — OSRF	41,100	41,100	—	—	41,100	41,100	—	—

**Figure 25: Summary of Business Volume**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
Number of Tickets Arranged	<b>255,000</b>	280,000	254,521
Number of Moves Arranged	<b>3,800</b>	4,300	4,391
Number of Freight Invoices	<b>260,000</b>	260,000	261,076
Number of Overseas Shipments	<b>150</b>	150	161

### **Performance Information and Resource Justification**

**Financial Restructuring:** Funding for Traffic Management changed effective 1992-93 to maximize the effectiveness of services provided. It is now funded by annual appropriation with cost of product funded through Optional Services Revolving Fund.

**Efficiency Indicators:** Number of tickets, moves, freight invoices and shipments per human resource.

**Effectiveness Measures:** They indicate the quality of Traffic Management services provided and demonstrate achievements in relation to clients' real needs and SSC commitments to them and include:

- overseas traffic: results relative to negotiated target date; and liner shipments without tracer or claim;
- transportation contracting: performance relative to SSC-Client negotiated start dates; and
- removal: number of unsatisfactory reports per 100 moves; number of insurance claims per 100 moves.

### **Value-Added**

**Economy / Savings:** Savings (non-recurring and recurring). For each of the functions described above, these indicators serve to demonstrate the value added by SSC in terms of savings achieved and / or cost reductions resulting from the negotiations of reduced rates, refunds and adjustments. SSC is actively involved, along with the Treasury Board Secretariat and OCG, in examining several methods to improve the administration of travel in the federal government. This will be accomplished through the simplification of administrative procedures, the increased use of electronic capabilities, and the recommendation of changes to policies, rules and procedures. As well, SSC has been active in conducting a study on the Administration of Travel, reviewing both policy and administrative issues.

## **Accomplishments**

In February 1992, the Department issued a contract to the Rider Travel Group for the provision of a new Government Travel Service until May 31, 1995. The implementation of the new service was done on a gradual basis beginning with a first group of departments on March 1, 1992 followed by a second and third group on May 1 and July 1, respectively. During 1991-92, traffic services included:

- handling 254,521 business trip reservations worth \$180 million;
- arranging 4,391 moves and insurance of household goods at a cost of \$25 million;
- handling 261,076 freight bills worth \$19 million;
- arranging 161 overseas shipments for goods worth \$88 million;
- purchasing \$17 million in other transportation and related services; and
- analyzing transportation costs on 900 contracts for SSC purchases worth \$235 million.

### **(g) Crown Assets Distribution Sub-Activity**

#### **Objective**

To operate a self-supporting service that disposes of federal government surplus and provides quality service to clients, while obtaining the best value for the Crown.

#### **Description**

The Crown Assets Distribution (CAD) Sub-Activity provides disposal services for surplus material identified by all government departments and agencies, with the goal of providing quality service to clients, while obtaining best value for the Crown, with the exception of those agencies which have disposal authority under other legislation or are conducting pilot projects. Disposal methods range from the sale of assets through tender, cash and carry, public offer, retail store and auction, as well as transfer, trade-in, donation, lease, loan and discard. The service is primarily delivered through eight regional offices, and a temporary office in Germany to look after the disposals associated with the closing of Canadian bases there. As well, a small group in Headquarters provides mostly Service Line management functions.



## Resource Summary

**Figure 26: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Crown Assets								
Distribution — OSRF	10,268	8,672	1,596	82	9,749	8,423	1,326	83

## Performance Information and Resource Justification

Performance is assessed through cyclical audit and evaluation activity and special studies, as well as against the following indicators, used on an ongoing basis:

- 85% of goods sold within 90 days of Report of Surplus;
- pick-up within 10 days of assets located within 50 km of a CAD warehouse;
- emergency pick-up within 48 hours; and
- achievement of financial performance targets.

## Accomplishments

Activities during 1991-92 included:

- sales of \$29.2 million, a decrease of 12% over the previous year; rebates to clients of \$18.9 million, compared to \$6.3 million the previous year. As well, 22,354 reports of surplus were received; 4,290 sales were held; and 18,582 invoices were produced (not counting the thousands of receipts for Cash and Carry sales);
- in response to the PS 2000 White Paper, the introduction of a revised Incentive Rebate Program effective April 1, 1991 provided clients with a rebate of the net proceeds on material declared surplus, with the exception of seized goods; and
- continued implementation of the Enhanced Papersave program in the NCR, involving at-desk blue baskets for recyclable paper and weekly collection. By September 30, 1992, the program had been implemented in 149 buildings, involving 78,800 workstations.

The **Incentive Rebate Program** is a Crown Assets Distribution program designed to encourage departments to declare their surplus assets. It initially provided departments with a rebate of 30% of realized net proceeds from the sale of their assets. In April 1991, the rebate was increased to 100% of the proceeds, less costs and commissions, from the sale of their assets (with the exception of seized goods). Legislation is currently before Parliament to amend the Surplus Crown Assets Act to allow this SSC service to become optional.

## (h) Stocked Item Supply Sub-Activity

### Objective

To provide an effective and efficient method of supply to government for a wide range of common use items.

### Description

Stocked Item Supply (SIS) is a method of supply that provides government departments, agencies and approved customers with a complete range of over 3800 commercial products and government specific items ordered on a repetitive and short lead time basis. These commodities include office supplies, furniture, forms and other stationery items, special security items, electrical goods, packaging materials, medical supplies and pharmaceuticals. Goods are distributed through three Distribution Centres, 17 Self-Service Stores and one Superstore. In addition, SIS provides for the Custodial Storage of materials belonging to other departments in various regions of Canada.

### Resource Summary

**Figure 27: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Stocked Item Supply — OSRF	115,212	114,522	690	258	110,343	111,468	(1,125)	258

### Performance Information and Resource Justification

**Performance Indicators:** 90% of SIS orders are to be filled without going into back order (1991-92: 87.5%); 97% of items stocked in Self Service Stores are to be in stock and available to customers at all times (1991-92: 96.3%).

## **Accomplishments**

Total SIS sales of \$104.3 million in 1991-92 were \$9 million lower than the previous fiscal year due mostly to the general restraint initiatives imposed by the government. The gross margin of \$35.8 million was \$1.3 million greater than the previous year. Over 200 new items were introduced in 1991-92. SIS continues to introduce environmentally friendly products.

As a result of the Service Line Review of the SIS Service Line and three years of declining sales, a Business Renewal process was entered into in the third quarter of fiscal year 1991-92. In March 1992, the newly constituted SIS Board of Management approved the new Business Models and supporting Information Systems and Quality Management proposals.

The new information system to support the business models and processes will be in pilot implementation during the third and fourth quarters of 1992-93. It will be in full utilization April 1, 1993. Physical logistics improvements and other client service improvement initiatives are being implemented concurrently. Clients have been offered, as requested, a wider range of goods, quality choices, improved service and delivery standards - all at prices reduced by 6% from the 1991-92 fiscal year level.

## B. Program Support and Administration Activity

### Description

This Activity is composed of two categories: Program Administration (a variety of functional services supporting the Supply and Services Program) and Program Support (composed of several functions indirectly supporting multiple Central and Common Services).

**Program Administration** comprises:

- Administration;
- Corporate Policy and Planning;
- Finance;
- Human Resources; and
- Program Management.

**Program Support** comprises:

- Central and Common Service Delivery Support;
- the Contract Settlement;
- Contractual Cost and Financial Review; and
- Security.

### Resource Summary

**Figure 28: Activity Resource Summary (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
<b>Program Administration:</b>								
Administration	15,326	—	15,326	165	80,726	—	80,726	163
Corporate Policy and Planning	12,047	—	12,047	167	10,942	—	10,942	165
Finance	9,962	—	9,962	161	10,750	—	10,750	159
Human Resources	17,276	—	17,276	318	16,037	—	16,037	314
Program Management	25,225	5,718	19,507	214	41,191	3,054	38,137	211
<b>Program Support:</b>								
Central and Common Service Delivery Support	19,392	—	19,392	399	26,818	—	26,818	394
Contract Settlement	445	—	445	5	399	—	399	5
Contractual Cost and Financial Review	6,480	—	6,480	11	6,403	—	6,403	11
Security	6,875	—	6,875	80	6,813	—	6,813	79
<b>Total</b>	<b>113,028</b>	<b>5,718</b>	<b>107,310</b>	<b>1,520</b>	<b>200,079</b>	<b>3,054</b>	<b>197,025</b>	<b>1,501</b>



**Explanation of Change:** The 1993-94 Estimates are \$89.7 million lower than the 1992-93 Forecast as a result of the following:

	(\$ million)
• Contributions to Employee Benefit Plan	(18.1)
• Net Revenue Adjustment	(3.4)
• Communication Strategy in Support of Government Initiatives	(63.3)
• Cyclical – Long Term Capital Assets Plan	1.3
• Operating Budget Premium	1.6
• Higher Salary Costs for Whole Department	4.0
• Transfer of EBP to Treasury Board	(2.0)
• Reallocation of the December 2, 1992 Budget Reduction	3.7
• Service Lines Reallocation	(5.7)
• All Other Changes	<u>(7.8)</u>
Net decrease	<u>(89.7)</u>

1. Program Administration

(a) Administration Sub-Activity

Objective

To provide administrative services to support:

- the well-being of SSC employees, as it relates to their work environment;
- cost-effective management of goods and services in support of departmental programs;
- availability of information in support of departmental programs; and
- increased protection of the environment.

Description

The Administration Sub-Activity provides functional expertise and corporate management support in the areas of accommodation, capital assets, materiel, information holdings as well as support services in various administrative functions including specialized administration support (regionally) to Ministers of the Crown. The Sub-Activity also administers the advertising management and public opinion research activities on behalf of the federal government.

Resource Summary

Figure 29: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Administration	15,326	—	15,326	165	80,726	—	80,726	163

## **Performance Information and Resource Justification**

Performance is assessed as follows:

- employees' well-being: the rate at which site evaluation requirements are implemented;
- acquisition: customer satisfaction related to time, cost and quality of service;
- information: customer satisfaction related to timeliness, accessibility and security; and
- administrative Service Centres: customer satisfaction related to services provided by the centres.

## **Accomplishments**

The Department is continually striving to find ways to improve the administrative services provided in support of both internal needs and the central and common services it delivers to outside clients. PS 2000 and the recently proclaimed Departmental Mission have added further impetus to these efforts (see pages 16, 29). These initiatives have resulted in improvements in the areas of the management of long-term capital assets; multi-year funding strategies; reporting on portfolios, Services Lines, responsibility centres, and overall streamlining of Administration.

Major accomplishments for 1991-92 included:

- implementation of a Long-Term Capital Assets Management Plan resulting in 100% funding approval for cyclical recapitalization;
- further to the successful completion of the Management of Corporate Information Holdings Program (MCIH) Inventory Pilot Project, the compilation of the holdings registered in the departmental inventory was initiated and is expected to continue until 1994-95;
- following conversion of the support tools to a new design system, 25 electronic forms were programmed and distributed to 120 users throughout the Department; and
- services were provided to federal cabinet ministers including the development of a User Guide package to promulgate the policies, procedures, facilities and services offered under the Ministers' Regional Offices (MRO) program and the successful opening of the Saskatoon and Halifax MROs.

## (b) Corporate Policy and Planning Sub-Activity

### Objective

To provide timely, quality advice on corporate issues to the Minister, the Deputy Minister and senior management.

### Description

This Sub-Activity provides a strategic analysis function which includes statistical research, and emergency preparedness planning; a management review function comprising internal audit, evaluation and contract quality assurance; an internal and external communications function; and functions of the Corporate Secretary.

### Resource Summary

**Figure 30: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Corporate Policy and Planning	12,047	—	12,047	167	10,942	—	10,942	165

### Performance Information and Resource Justification

Performance is measured by:

- the degree of client satisfaction with services provided;
- the percentage of actions (requests, inquiries, correspondence, complaints) handled within established timeframes; and
- timeliness of recommendations, findings, and analyses provided to senior management.

### Accomplishments

In 1991-92, CPPS accomplishments included:

- received approximately 3,750 information requests and assessed 47 applications under the Privacy Act. Prepared 75 briefing books for approximately 110 special events for the Minister and the Deputy Minister;
- coordinated 25 Minister / Executive meetings, 13 Departmental Management Committee meetings, 46 Headquarters Management Committee meetings and two senior management conferences;



- prepared over 2,500 pieces of correspondence for the signatures of the Minister and Deputy Minister;
- established the Procurement Review Board (PRB) to resolve suppliers' complaints concerning procurement falling within the domain of the Canada-U.S. Free Trade Agreement. Approximately 34 complaints were handled;
- reviewed 156 Procurement Review Committee documents and 296 Procurement Plans representing approximately \$7.43 billion, while at the same time assessing 225 Contract Submissions representing more than \$4.4 billion, and 161 Contract Summaries representing \$970.1 million;
- provided analytical support to the Office of Multilateral Trade Negotiations in the GATT Government Procurement Code consultations; to the Office of Trilateral Trade Negotiations in the NAFTA talks; to Industry, Science and Technology Canada (ISTC) in the design of a third party dispute settlement mechanism under the International Agreement on Government Procurement; to the Department of National Defence (DND), ISTC and other departments on defence industrial preparedness issues. As well, coordinated the development of "Looking Ahead", the departmental overview which outlined SSC's strategic agenda over the next five years; negotiated a revised Operational Planning Framework; developed a set of corporate performance indicators; and
- completed more than 1600 communications projects over two years and contributed to the horizontal integration of communications and corporate planning during the launch of Looking Ahead.

### **(c) Finance Sub-Activity**

#### **Objective**

To provide responsive financial services; to plan and manage departmental funding strategies; to develop and operate management support policies and systems along with interfaces with business systems and issue and certify financial statements without qualification.

#### **Description**

The Finance Sub-Activity provides comptrollership services and financial direction through:

- assistance in the development of business strategies and plans;
- the establishment of financial policies, systems and procedures; and
- the management of accounting services and resource planning and analysis.

The Finance Service Line also operationalizes within SSC, most legislative and policy initiatives affecting the administrative framework of the government.

## Resource Summary

**Figure 31: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Finance	9,962	—	9,962	161	10,750	—	10,750	159

## Performance Information and Resource Justification

The overall effectiveness of the Finance Service Line is measured by:

- the success of the Operational and Budgetary Review exercises;
- the success in formulating funding proposals / strategies for identified priorities / strategic projects of the Department;
- the efficiency and effectiveness of Financial Services;
- the development and operation of the least taxing and most supportive management policies and systems; and
- the issue and certification of unqualified financial statements.

## Accomplishments

The major initiatives for 1991-92 and 1992-93 included:

- implemented, on a pilot basis, the Travel Expert System to make the travel process more efficient and less taxing to travellers by providing automated support to travel planning and authorization and the claims adjudication process;
- designed a prototype of the Supply and Services Information System;
- finalized the \$181 million SRF Financial Restructuring;
- planned and developed strategies to meet budget reduction targets;
- introduced an Operating Budget pilot within SSC and a Multi-Year Reference Level Tracking System on the departmental LAN;

- developed and implemented the Salary Management System (SMS) which amalgamates the Person-Years Reporting System (PYRS) and the Salary Forecasting System (SFS);
- integrated Part III of the Estimates and the SSC Annual Report;
- implemented an Electronic Authorization Payment System pilot using the Personal Identification Number (PIN) approach to electronically approve charges, thus eliminating the traditional billing and settlement process for goods acquired from SSC Self-Service Stores and Canada Communication Group;
- developed an "Integrated Electronic Procurement and Settlement Model"; and
- installed the Common Departmental Financial System (CDFS) - SSC transition project field test version of the software and completed 80% of the Financial Management System / CDFS data mapping exercise.

#### (d) Human Resources Sub-Activity

##### Objective

To contribute to fair, equitable and transparent human resources management and to the overall effectiveness and efficiency of human resources management at SSC.

##### Description

This Sub-Activity provides personnel management services to managers and employees, as well as overall direction for the Department's human resources strategies, by delivering efficient and effective human resources services; providing functional direction on human resources issues; providing support to assist in motivating and developing employees; and developing strategic directions for future requirements.

##### Resource Summary

**Figure 32: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Human Resources	17,276	—	17,276	318	16,037	—	16,037	314

## **Performance Information and Resource Justification**

Performance is measured through cyclical audit and evaluation activities; special studies; and against the following indicators:

- provision of staffing, classification, staff relations, human resources planning, health and safety, and official languages services to clients in SSC based on negotiated service level agreements; and
- placement rate of SSC employees through the Workforce Adjustment Process.

## **Accomplishments**

**Training:** Training and retraining are obvious and critical priorities for SSC to meet the human resources impacts from major projects currently underway in the Department. Key elements of a training framework, and their correct sequence, were identified to respond to departmental training and development priorities. An overall training and development plan will be developed as part of the Human Resources Strategy.

In 1992-93, the Human Resources Sub-Activity identified five major areas of activities:

- Integrated Human Resources Strategy;
- Training / Retraining Framework;
- Human Resources Program Delivery;
- Human Resources Accountability Framework; and
- Plan for Human Resources Professionals.

In addition, a Human Resources Strategy was developed for the Department. It established a clear strategic objective that linked human resources planning efforts to the Department's business requirements.

Twelve initiatives aimed at streamlining the staffing and classification processes within SSC were implemented in 1992-93 and resulted in the reduction and / or elimination of documentation required within certain personnel processes. The strategy outlines the challenges facing SSC and describes how the Department will assist employees in adjusting to changes in client markets, service delivery mechanisms, technology, decision-making cultures and downsizing. Streamlining activities will be pursued throughout 1993-94.

### **(e) Program Management Sub-Activity**

#### **Objective**

To provide effective corporate management.

#### **Description**

This Sub-Activity provides management and intermediate management support functions at the portfolio, senior line and program levels.



## Resource Summary

**Figure 33: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Program Management	25,225	5,718	19,507	214	41,191	3,054	38,137	211

## Performance Information and Resource Justification

Performance is measured in terms of effective corporate management demonstrated by the overall relevance, success and cost-effectiveness of the Program.

**Vision 2000:** Initiated in 1989, Vision 2000 outlined a new direction for SSC and resulted in the Department re-examining its relationship to both clients and business. Since its launch, there has been significant work and progress on the part of SSC. In fact, Vision 2000 positioned SSC to respond quickly and effectively to rapid changes such as PS 2000 and the reductions to resource levels brought about by the February 1992 Federal Budget.

**Departmental Mission:** Following on Vision 2000, the Department developed a Mission Statement (see pages 14, 16 for details).

With regard to the Program Management Sub-Activity, the challenge over the next year will be to accomplish more with fewer resources, both financial and human. A review of the functions and duties carried out within Headquarters has been initiated and was completed in 1992. The object of this review was to increase efficiencies and to ensure a suitable balance between Headquarters and regional services.

## 2. Program Support

### (a) Central and Common Services Delivery Support Sub-Activity

#### Objective

As an **internal service**, to provide the management support needed to deliver Central and Common Services in the Regions.

#### Description

This Sub-Activity includes management support functions that indirectly support regional delivery including management services at the Director, Manager and Chief level.

## Resource Summary

**Figure 34: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Central and Common Service Delivery Support	19,392	—	19,392	399	26,818	—	26,818	394

## Performance Information and Resource Justification

The successful provision of Central and Common Services in each Region will indicate successful discharge of these internal services. This will be identified through the existing performance indicators for the Central and Common Services, supported by the annual Regional Client Market Survey, which will in part indicate the success of each Region in providing service to its clients.

### (b) Contract Settlement Sub-Activity

#### Objective

To serve as an informal, arms-length body for the timely, inexpensive and voluntary review and settlement of suppliers' claims against the Crown. Also, to conclude contracts which have been terminated, in whole or in part, for the convenience of the Crown.

#### Description

The Contract Settlement Board receives and settles Extra Payment and Ex Gratia claims which arise from contracts entered into under the authority of the Minister. The acceptance of the Board's settlement offers, as with the referral of claims to the Board itself, is voluntary on the part of suppliers.

The Board strives to provide fair and timely settlement to claims as an inexpensive alternative to litigation. The Board also concludes contracts terminated for the convenience of the Crown. This entails receiving suppliers' claims, researching and auditing them, and establishing the amounts to be finally offered as payment in respect of them. The Board secretariat actively provides advice and assistance concerning all aspects of its work to all those seeking it.

## Resource Summary

**Figure 35: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Contract Settlement	445	—	445	5	399	—	399	5

## Performance Information and Resource Justification

Performance is assessed through the following measures:

- settlements for claims asserted at less than \$50 thousand to be offered within 30-90 days of claim receipt. For claims in excess of that amount, settlement offers to be made within 30-180 days;
- settlements for contract terminations to be offered within 30-180 days following receipt of complete claims from suppliers. In instances requiring a major cost audit, settlement offers to be made within 180-360 days; and
- the documentation and dissemination of Lessons Learned from Board operations.

During 1991-92, 22 Extra Payment claims were considered by the Board and settlement offers made in respect of 13, while some 113 terminations for convenience were concluded during this period.

(c) Contractual Cost and Financial Review Sub-Activity

Objective

To maintain an effective Departmental contractual costing regime, to assure the quality of contractual costing operations, to apply professional accounting practice to contracting processes, and to define and administer the Departmental contract audit program.

Description

This Sub-Activity maintains the Departmental Costing Memorandum, DSS 1031, as a professional expression of costing principles. It maintains tools for obtaining, and obtains from selected suppliers, their Statements of Cost Accounting Practices. It assures the quality and appropriate use of the costing agreements developed for establishing fair and reasonable costs during the negotiation of contract prices. It also develops and promulgates an annual contract audit plan to support contracting operations and to assess the appropriateness of the prices being paid to suppliers.

Resource Summary

Figure 36: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Contractual Cost and Financial Review	6,480	—	6,480	11	6,403	—	6,403	11

Performance Information and Resource Justification

Performance is assessed through the following measures:

- review of all cost rate negotiation reports and supplier-submitted Statements of Cost Accounting Practices to identify deviations to DSS 1031-2 Contract Cost Principles;
- conduct of ongoing need analysis and the development of cost policies and cost interpretations to DSS 1031-2; and
- the delivery of audit reports in accordance with the contract audit program plan, the monitoring of the resolution of audit observations, and the preparation and distribution of analyses of contract audit findings.

During 1991-92, some 140 cost rate negotiation reports were reviewed, 370 audit reports were received and assessed, and the resolution of some 370 audit observations tracked.



#### (d) Security Sub-Activity

##### Objective

To process personnel security and visit clearances; to issue valid facility security clearances; and to provide a secure environment within departmental facilities.

##### Description

This Sub-Activity provides specialist security services in relation to physical facilities, personnel, information, EDP and communications; ensures that the industrial security requirements of the North Atlantic Treaty Organization (NATO) and the US-Canada industrial security agreements are met; conducts personnel security clearances for departmental and industrial personnel and visit clearances to defence sites or industries in Canada and other countries; and organizes international channels for the transmission of classified information on a government-to-government basis.

##### Resource Summary

**Figure 37: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Security	6,875	—	6,875	80	6,813	—	6,813	79

##### Performance Information and Resource Justification

Performance is assessed through monitoring compliance with:

- various standards for industrial and departmental personnel security clearances, visit clearance requests, and facility clearances; and
- government security policies, increased security awareness and the number and nature of investigations of security violations.

## **Accomplishments**

### **New Security Policy**

Additional duties have resulted from the new government security policy. Treasury Board has requested that the Industrial Security Program assume expanded responsibilities as a result of enhanced security requirements. In addition, in order to support efforts with regard to the competitiveness and prosperity of the government, and to assist in efforts to increase trade and the access of Canadian companies to foreign markets, increased demands have been placed on the Industrial Security Program.

A Treasury Board Submission was prepared in 1991-92 to address the need for additional financial and human resources to enable Industrial & Corporate Security Branch to comply with Treasury Board requirements. As a result, some additional resources were provided to address some of these new security requirements. As well, there is a responsibility to ensure security of all military critical technology transferred to Canada from the United States. Major accomplishments included:

- processing 6,045 visit clearance requests, authorizing access for 57,273 persons to classified or sensitive information or controlled areas in Canada and abroad;
- developing and implementing an automated departmental and industrial COMSEC Material Control System;
- granting 21,059 personnel security clearances or reliability checks on behalf of industrial and departmental personnel;
- processing and transmitting 3,020 classified documents to governments of countries with bilateral or international industrial security agreements with Canada; and
- assisting in the Multinational Industrial Working Group made up of NATO nations to develop common international protocols conducting 166 investigations into allegations of criminal and security acts, bomb threats and personal and sexual harassment.

## C. Special Operating Agencies

### Description

This Activity encompasses the individual Special Operating Agencies (SOAs) which offer optional services to departments and agencies on a fee-for-service basis as well as some mandatory services and services funded by vote. The SOAs include the Canada Communication Group, the Canadian General Standards Board and Consulting and Audit Canada. Services offered include: printing, publishing and a wide range of communication services; developing standards for goods and services, quality management services, and product qualification and certification listings; and consulting, auditing and related services.

### Resource Summary

**Figure 38: Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Canada Communication Group <sup>1</sup>	321,379	310,544	10,835	1,476	343,678	330,915	12,763	1,562
Canadian General Standards Board <sup>2</sup>	4,185	1,930	2,255	57	4,544	2,515	2,029	57
Consulting and Audit Canada	58,147	58,131	16	420	54,880	55,351	(471)	380
<b>Total</b>	<b>383,711</b>	<b>370,605</b>	<b>13,106</b>	<b>1,953</b>	<b>403,102</b>	<b>388,781</b>	<b>14,321</b>	<b>1,999</b>

<sup>1</sup> CCG data includes \$10.8 million for Supply Support Initiatives funded by Appropriation.

<sup>2</sup> CGSB is funded by Appropriation.

**Explanation of Change:** The net decrease of \$1.2 million between the 1992-93 Forecast and the 1993-94 Estimates is the result of the following:

	(\$ million)
• CCG Net Operating Expenditures	1.9
• All other changes	(0.7)
<b>Net Decrease</b>	<u><b>1.2</b></u>

## 1. Canada Communication Group

### Objective

To provide efficient and effective communications services in a commercially-oriented and businesslike manner in order to meet clients' expressed requirements and financial performance targets established in annual Business Plans.

### Description

The Canada Communication Group (CCG) operates under the authority of the CCG Revolving Fund and provides, on an optional and fee-for-service basis, communications planning, public relations, expositions and signage, film and video, photographic services, printing, publishing, advertising, public opinion research, and a wide range of communication services to meet the communication needs of government.

A few services are funded by vote, including a public enquiries service, the provision of government publications to libraries, and a communications planning service for The Privy Council Office (PCO). Mandatory services for which the CCG continues to be responsible include the publication of the Canada Gazette and the Statutes, advertising and the administration of Crown Copyright.

### Resource Summary

**Figure 39: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Canada Communication Group	321,379	310,544	10,835	1,476	343,678	330,915	12,763	1,562

### Performance Information and Resource Justification

On April 1, 1992 the Canada Communication Group (CCG) completed the transition from mandatory to optional services. A number of CCG services that became optional are legislated responsibilities of the Minister of Supply and Services. A delegation of authority instrument is required to delegate the responsibility to client departments wishing to procure or provide their own printing, publishing, film and video production services. To ensure continuation of core business volume, CCG has, among other things, negotiated long term agreements with major customers.



CCG prepared its first three-year Strategic Business Plan which laid the foundation for establishing CCG's Marketing and Operational Plans for 1992-93 and subsequent years.

Performance is monitored as follows:

- performance against financial, human resources, and customer satisfaction indicators as established in the annual operational plan.

**Note:** For financial data, refer to Section III, page 92.

## 2. Canadian General Standards Board

### Objective

To be the central focus of quality assurance for the Government of Canada; to offer the best value of services; to expand existing Service Lines, focusing on both internal and external clients; and to operate on a secure financial basis.

### Description

The Canadian General Standards Board (CGSB) produces consensus standards for government and for consumer products and services. It operates qualification and certification listing programs identifying contractors whose products or services meet the approved standards and offers a wide range of quality management services.

### Resource Summary

**Figure 40: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Canadian General Standards Board	4,185	1,930	2,255	57	4,544	2,515	2,029	57

## Performance Information and Resource Justification

A wide range of standardization and quality management services continue to be offered, while new standards and quality services are being developed. Also, CGSB has signed agreements for mutual recognition with a number of European standards and testing organizations. CGSB is undertaking several initiatives as a new Special Operating Agency including refining its Business Plan, and Strategic Overview.

Performance will be monitored against the following indicators:

- **Client Satisfaction:** CGSB will undertake to explain to its government and private sector clients that it intends to improve its performance to the point where the annual appropriation is minimized or reduced to zero. CGSB will work on a recovery, not-for-profit basis, which will open up further government business to the private sector. CGSB will adopt modern management techniques and introduce the concept of continuous improvement as a means to increase its efficiency and effectiveness to clients, thus reflecting SSC's mission;
- CGSB is developing new mechanisms to respond to client needs, including a comprehensive survey of clients and stakeholders. All aspects of the Agency's operations are being reviewed with an aim to simplifying and improving services. An improved billing system is being expanded throughout the Agency. As well, marketing efforts to promote Agency recognition and business development will be strengthened; and
- The Standards Branch will present 75 National Standards of Canada (annually) to the Standards Council in support of procurement management, many of which are new editions of dated standards, thereby reducing the existing backlog of "old" standards. Standards Branch is developing mechanisms to improve the planning and scheduling of standard work to ensure clients' needs are met. CGSB will action sales requests for CGSB publications within 72 hours and respond to inquiries for information within 48 hours.

### 3. Consulting and Audit Canada

#### Objective

To contribute to the improvement of public sector operations and management through delivery of a range of consulting, auditing and related services in a commercially-oriented and businesslike manner, as outlined in annual Business Plans.

#### Description

Consulting and Audit Canada (CAC) provides, on an optional and fee-for-service basis, consulting, auditing and related services to the Government of Canada, Crown Corporations, provincial and foreign governments, international organizations, and other public sector organizations. CAC comprehensive Audit Services are in the areas of compliance audit, attest audit, audit and related services. These services meet the government's needs in the areas of: contract, contribution, regulatory compliance, internal, information management auditing and audit related services.

#### Resource Summary

**Figure 41: Sub-Activity Resource Justification (\$000 and Full-time Equivalents)**

	Estimates 1993-94				Forecast 1992-93			
	Expenditure	Revenue	Net	FTE	Expenditure	Revenue	Net	FTE
Consulting and Audit Canada	58,147	58,131	16	420	54,880	55,351	(471)	380

#### Performance Information and Resource Justification

**Client Satisfaction:** The Agency undertook comprehensive surveys of its clients and stakeholders in order to establish perceptions as to its strengths and weaknesses. The results indicate a high percentage of satisfied customers. Users of the Agency's services particularly valued ready access to public sector consulting and audit expertise, the knowledge of Government or Agency auditors and Consultants and the high calibre of that expertise. In response to survey findings, the Agency is introducing stringent quality management and quality assurance procedures and is simplifying and accelerating billing and payment systems. A comprehensive marketing strategy is being developed to address the Agency's public relations and business development needs.

**Financial performance:** The Agency has been faced with some onerous challenges, in particular the need to amalgamate into a single entity from two separate organizations. This has involved significant outlays in co-locating, and in establishing new agency-level systems and the necessary corporate support functions. In addition, CAC's revenue generation potential in 1991-92 was limited by the significant restructuring and management de-layering across the Agency of the Government Consulting Group.

The Agency operates under the authority of the CAC Revolving Fund and has made significant progress in the development of a single integrated financial management system. The Agency is budgeting to achieve a financial break-even position in the upcoming year.

**Note:** For financial data, refer to Section III, page 94.

### **Contribution to Government Objectives**

The Agency continues to move quickly to respond to emerging government priorities. Emphasis on fiscal restraint and human resources management has led to the establishment of a range of consulting practices specializing in organizational diagnosis, change management, downsizing, and human resources management. The government's desire to improve efficiency and effectiveness in program delivery has led the Agency to develop expertise in new public sector management models, and in particular in the setting up and management of Special Operating Agencies as well as an expanded internal audit capability.

Information management has received special attention, as has environmental management and control. In light of the significant changes occurring in public sector management abroad, emphasis has also been placed on offering public sector expertise to foreign governments and international organizations.

CAC is also striving to facilitate private sector access to government work through its sub-contracting process, and to contribute to the quality of public sector management. It is seeking ways to simplify current operational, financial, personnel and administrative procedures, in order to shift the focus from process to results. Emphasis is being placed on the quality and timeliness of service to clients, and on ensuring a productive and rewarding environment for staff.



## Section III Supplementary Information

### A. Profile of Program Resources

#### 1. Financial Requirements by Object

**Figure 42: Details of Financial Requirements by Object (\$'000)**

	Appropriations and Statutory <sup>1</sup>			Revolving Funds <sup>2</sup>		
	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Personnel:</b>						
Salaries and wages	293,796	283,302	191,791	90,315	98,894	214,942
Contributions to employee benefit plans	32,420	27,345	33,600	11,290	20,225	25,914
Other personnel costs	—	—	—	—	—	—
<b>Total</b>	<b>326,216</b>	<b>310,647</b>	<b>225,391</b>	<b>101,605</b>	<b>119,119</b>	<b>240,856</b>
<b>Goods and Services:</b>						
Transportation and Communications	74,722	81,203	73,681	15,168	14,590	64,462
Information	5,021	7,048	7,205	2,236	2,597	123,298
Professional and special services	53,456	120,233	85,000	124,380	120,935	80,280
Rentals	13,909	18,625	17,005	37,440	16,112	40,564
Purchased repair and upkeep	8,216	10,471	7,526	4,674	5,302	3,270
Utilities, materials and supplies	12,230	25,349	24,376	208,707	226,002	117,397
Other subsidies and payments	44,836	56,386	28,918	30,452	27,840	61,806
<b>Total</b>	<b>538,606</b>	<b>629,962</b>	<b>469,102</b>	<b>524,662</b>	<b>532,497</b>	<b>731,933</b>
<b>Minor Capital*</b>	<b>22,615</b>	<b>18,985</b>	<b>12,897</b>	<b>10,609</b>	<b>17,423</b>	<b>20,299</b>
Transfer payments	2,245	2,494	42,125	—	—	—
<b>Gross Expenditures</b>	<b>563,466</b>	<b>651,441</b>	<b>524,124</b>	<b>535,271</b>	<b>549,920</b>	<b>752,232</b>
Less Receipts credited to:						
- Vote 1	84,990	92,837	98,840	—	—	—
- Revolving Funds	—	—	—	532,969	547,257	762,400
- Total Receipts	84,990	92,837	98,840	532,969	547,257	762,400
<b>Net Expenditures charged to Appropriation Authority</b>	<b>478,476</b>	<b>558,604</b>	<b>425,284</b>	<b>2,302</b>	<b>2,663</b>	<b>(10,168)</b>

(For details, see bottom of following page).

## 2. Personnel Requirements

**Figure 43: Details of Personnel Requirements**

	FTE* Estimates 1993-94	FTE Forecast 1992-93	FTE Actual 1991-92	Current Salary Range	1993-94 Average Provision
Management	208	207	206	63,300 — 128,900	91,468
Scientific and Professional	17	17	17	26,132 — 79,153	64,656
Administrative and Foreign Service	4,568	4,536	4,490	15,516 — 78,759	50,337
Technical	78	78	77	16,608 — 75,831	36,377
Administrative Support	3,054	3,030	2,986	16,847 — 48,804	28,050
Operational	1,102	1,125	1,095	17,489 — 69,057	30,217
<b>Total</b>	<b>9,027</b>	<b>8,993</b>	<b>8,871</b>		

\* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

Note: The current salary range column shows the salary ranges by occupations group at October 1, 1992. The average salary column reflects the estimated base salary costs including allowance for collective agreements, annual increments and promotions. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

(Figure 42 continued)

<sup>1</sup> Includes Votes 1,5, 10; and Statutory Votes.

<sup>2</sup> Includes Supply Revolving Fund (1991-92), Optional Services Revolving Fund (1992-93), Canada Communication Group, Consulting and Audit Canada and Defence Production Revolving Fund.

\* Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with Personnel and Goods and Services expenditures. SSC has minor capital only.

### 3. Capital Requirements

**Figure 44: Capital Requirements by Funding Authority (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
Revolving Funds	<b>10,609</b>	17,423	20,299
Program Expenditures (Appropriations)	<b>22,615</b>	18,985	12,897
	<b>33,224</b>	36,408	33,196

Capital requirements purchased through the Optional Services Revolving Fund are recorded as capital assets. The annual depreciation on these assets is calculated on the basis of the straight-line method on the equipment life span ranging from 5 to 10 years.

Capital requirements purchased through Appropriation funding are recorded as expenditures in the year of acquisition.

### 4. Transfer Payments

**Figure 45: Details of Grants and Contributions (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
<b>Contributions</b>			
Contributions to organizations, associations and individuals for projects to promote public education and awareness of science and technology	<b>2,244,600</b>	2,494,000	2,494,000
<b>Other Transfer Payments</b>			
<b>Reciprocal Taxation<sup>1</sup></b>	—	—	39,396,416
<b>Total</b>	<b>2,244,600</b>	2,494,000	41,890,416

<sup>1</sup> This program was eliminated effective January 1, 1991, as a result of the introduction of the Goods and Services Tax.

## 5. Revolving Fund Financial Statements

### (a) Supply Revolving Fund / Optional Services Revolving Fund

**Figure 46: Projected 1993-94 Use of Authority (\$000)**

Authority, April 1, 1993	100,000
Drawdown:	
Projected balance April 1, 1993	201
Total Estimates (Net cash required)	<u>2,286</u>
Less: Balance March 31, 1994	<u>2,487</u>
Unused authority as at March 31, 1994	97,513

**Figure 47: Statement of Operations and Financial Requirement (\$000)**

	Traffic Mgmt	CADC	SIS	Estimates 1993-94	1992-93 * Main Estimates
<b>Revenue:</b>	<b>41,100</b>	<b>8,672</b>	<b>114,522</b>	<b>164,294</b>	<b>169,550</b>
<b>Expenses:</b>					
Product Costs	41,100	—	80,470	121,570	131,300
Operating Costs		8,436	28,293	36,729	29,280
Program Administration		1,832	6,449	8,281	9,530
<b>Total Expenses:</b>	<b>41,100</b>	<b>10,268</b>	<b>115,212</b>	<b>166,580</b>	<b>170,110</b>
<b>Surplus (Deficit) for the year</b>	<b>—</b>	<b>(1,596)</b>	<b>(690)</b>	<b>(2,286)</b>	<b>(560)</b>
Resources Required (Provided from)					
(Surplus) Deficit for the year		1,596	690	2,286	560
Depreciation		(104)	(358)	(462)	(507)
Capital Expenditures		439	654	1,093	501
Working Capital Changes		(335)	(296)	(631)	6
Financial Requirement = Net Cash	—	1,596	690	2,286	560

\* The Supply Revolving Fund reflected in the 1992-93 Estimates was converted through Supplementary Estimates to Optional Services, Consulting and Audit Canada and Canada Communication Group Revolving Funds.



**Figure 48: Statement of Fund Position (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual* 1991-92</b>
<b>Assets</b>			
Accounts receivable	37,169	32,536	196,122
Inventory	24,795	25,641	23,047
Capital and other assets	2,023	1,290	39,760
	<b>63,987</b>	<b>59,467</b>	<b>258,929</b>
<b>Liabilities</b>			
Accounts Payable and Accrued Liabilities	7,006	6,887	151,872
Equity of Canada	56,981	52,580	107,057
Equity of Canada — made up of:			
Appropriation Authority used from			
Consolidated Revenue Fund	59,267	52,781	118,126
Retained surplus (deficit)	(2,286)	(201)	(11,069)

\* Operating under the Supply Revolving Fund including Canada Communication Group and Consulting and Audit Canada.

**(b) Canada Communication Group Revolving Fund**

**Figure 49: Projected 1993-94 Use of Authority (\$000)**

Authority, April 1, 1993	100,000
Drawdown:	
Projected balance April 1, 1993	31,291
Total Estimates (Net cash required)	<u>          —          </u>
Less: Balance March 31, 1994	<u>31,291</u>
Unused authority as at March 31, 1994	68,709

**Figure 50: Statement of Operations and Financial Requirement (\$000)**

	<b>Estimates 1993-94</b>	<b>1992-93 Main Estimates</b>
<b>Revenue:</b>	<b>310,544</b>	<b>325,979</b>
<b>Expenses:</b>		
Product Costs	<b>191,616</b>	209,031
Operating Costs	<b>118,928</b>	114,622
Program Administration	—	—
<b>Total Expenses:</b>	<b>310,544</b>	<b>323,653</b>
<b>Surplus (Deficit) for the year</b>	<b>—</b>	<b>2,326</b>
Resources Required (Provided from)		
(Surplus) Deficit for the year	<b>(4,710)</b>	(2,326)
Depreciation	<b>(290)</b>	(3,100)
Capital Expenditures	<b>9,000</b>	3,557
Working Capital Changes	<b>(4,000)</b>	1,869
Financial Requirement = Net Cash	—	—

**Figure 51: Statement of Fund Position (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
<b>Assets</b>			
Accounts receivable	<b>102,000</b>	110,000	111,470
Inventory	<b>7,000</b>	8,000	8,605
Capital and other assets	<b>28,000</b>	20,000	15,330
	<b>137,000</b>	138,000	135,405
<b>Liabilities</b>			
Accounts payable and accrued liabilities	<b>101,000</b>	105,000	108,034
Equity of Canada	<b>36,000</b>	33,000	27,371
Equity of Canada – made up of:			
Appropriation Authority used from			
Consolidated Revenue Fund	<b>31,290</b>	27,245	26,995
Retained surplus (deficit)	<b>4,710</b>	5,755	376

(c) Consulting and Audit Canada Revolving Fund

Figure 52: Projected 1993-94 Use of Authority (\$000)

Authority, April 1, 1993	30,000
Drawdown:	
Projected balance April 1, 1993	8,654
Total Estimates (Net cash required)	<u>16</u>
Less: Balance March 31, 1994	<u>8,670</u>
Unused authority as at March 31, 1994	21,330

Figure 53: Statement of Operations and Financial Requirement (\$000)

	Estimates 1993-94	1992-93 Main Estimates
<b>Revenue:</b>	<b>58,131</b>	<b>54,810</b>
<b>Expenses:</b>		
Product Costs	17,963	16,961
Operating Costs	39,684	36,489
Program Administration	500	700
<b>Total Expenses:</b>	<b>58,147</b>	<b>54,150</b>
<b>Surplus (Deficit) for the year</b>	<b>(16)</b>	<b>660</b>
Resources Required (Provided from)		
(Surplus) Deficit for the year	(500)	(660)
Depreciation	(1,114)	(876)
Capital Expenditures	1,114	923
Working Capital Changes	516	100
<b>Financial Requirement = Net Cash</b>	<b>16</b>	<b>(513)</b>

**Figure 54: Statement of Fund Position (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
<b>Assets</b>			
Accounts receivable	<b>15,674</b>	14,506	15,953
Inventory			
Capital and other assets	<b>4,597</b>	4,597	3,964
	<b>20,271</b>	19,103	19,917
<b>Liabilities</b>			
Accounts Payable and Accrued Liabilities	<b>12,128</b>	11,476	11,819
Equity of Canada	<b>8,143</b>	7,627	8,098
Equity of Canada -- made up of:			
Appropriation Authority used from			
Consolidated Revenue Fund	<b>8,670</b>	8,654	9,125
Retained surplus (deficit)	<b>(527)</b>	(1,027)	(1,027)

**(d) Defence Production Revolving Fund****Figure 55: Projected 1993-94 Use of Authority (\$000)**

Authority, April 1, 1993	100,000
Drawdown:	
Projected balance April 1, 1993	1,724
Total Estimates (Net cash required)	—
Less: Balance March 31, 1994	1724
Unused authority as at March 31, 1994	98,276



**Figure 56: Statement of Operations and Financial Requirement (\$000)**

	<b>Estimates 1993-94</b>	<b>Estimates 1992-93</b>
Revenue	2,000	2,000
Expenses	2,000	2,000
(Surplus) Deficit for the year	—	—
Resources required (Provided from)		
Long term Loan - Advances (Repayment)	—	—
Working Capital Changes	—	—
Financial Requirement (Net Cash)	—	—

**Figure 57: Statement of Fund Position (\$000)**

	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>
Assets			
Accounts Receivable	—	—	—
Loans and Advances	1,724	1,724	26,324
	1,724	1,724	26,324
Liabilities			
Accounts Payable	—	—	—
Equity of Canada	1,724	1,724	26,324
Equity of Canada — made up of:			
Appropriation Authority used from Consolidated Revenue Fund	1,724	1,724	26,324
Retained Surplus	—	—	—

## 6. Net Cost of Program

Figure 58 illustrates the net cost analysis of each activity for the Supply and Services Program for 1993-94 compared to the 1992-93 forecast.

**Figure 58: Net cost of Program by Activity (\$000)**

	Main Estimates 1993-94	Other Costs*	Total	
			Net Cost 1993-94	Forecast 1992-93
Central and Common Services	360,362	42,705	403,067	349,921
Program Support and Administration	107,310	12,994	120,304	197,025
Special Operating Agencies	13,106	—	13,106	14,321
	<b>480,778</b>	55,699	536,477	561,267

\* Other costs in the amount of \$55.7 million represent services provided without charge by other government departments and include the following components:

	(\$000)
- Accommodation	39,615
- Group surgical medical plan, provincial health insurance and dental plan	12,388
- Employee compensation benefits	1,065
- Legal services	1,588
- Translation Services	<u>1,043</u>
- Total	<u>55,699</u>

## B. Cross-Walks

**Figure 59: 1991-92 Main Estimates Cross-Walk (\$000 and FTE)**

Old Activity	Supply Operations	Regional Operations	Management And Operational Services	Program Administration	Reciprocal Taxation	Total
<b>New Activity</b>						
Central and Common Services	8,804 1,481	113,146 2,944	121,657 1,463	179 88	— —	243,786 5,976
Program Support and Administration	8,042 54	16,749 403	31,585 85	42,342 1,022	— —	98,718 1,564
Special Operating Agencies	16,765 1,895	— —	— —	— —	— —	16,765 1,895
Reciprocal Taxation	— —	— —	— —	— —	— —	— —
Total	33,611 3,430	129,895 3,347	153,242 1,548	42,521 1,110	— —	359,269 9,435

**Figure 60: 1991-92 Actual Expenditures Cross-Walk (\$000 and FTE)**

Old Activity	Supply Operations	Regional Operations	Management And Operational Services	Program Administration	Reciprocal Taxation	Total
<b>New Activity</b>						
Central and Common Services	8,996 1,340	103,383 2,619	59,944 1,295	179 88	— —	172,502 5,342
Program Support and Administration	42,022 57	22,740 453	68,922 85	79,702 991	— —	213,386 1,586
Special Operating Agencies	(10,168) 1,943	— —	— —	— —	— —	(10,168) 1,943
Reciprocal Taxation	— —	— —	— —	— —	39,396 —	39,396 —
Total	40,850 3,340	126,123 3,072	128,866 1,380	79,881 1,079	39,396 —	415,116 8,871

## Abbreviations

A2K	Acquisitions 2000
ACAN	Advance Contract Award Notice
ACIM	Advisory Committee on Information Management
ADSS	Acquisitions Decision Support System
AIM	Assets Information Management
IMS	Integrated Maintenance Systems
ARC	Audit and Review Committee
ASD	Applications Services Directorate
CAATS	Canadian Automated Air Traffic Service
CAC	Consulting and Audit Canada
CAD	Crown Assets Distribution
CAMP	Capital Assets Management Plan
CANSIM	Canadian Airspace Management Simulator
CAS	Central Accounting System
CASP	Canadian Airspace Systems Plan
CCC	Canadian Commercial Corporation
CCG	Canada Communication Group
CDFS	Common Departmental Financial System
CERD	Communications and External Relations Directorate
CFMRS	Central Financial Management and Reporting System
CFUTTH	Canadian Forces Utility Tactical Transport Helicopter
CGSB	Canadian General Standards Board
COB	Compensation Operations Branch
CPF	Canadian Patrol Frigate
CPP	Canada Pension Plan
CPPS	Corporate Policy and Planning Service
CQAB	Contract Quality Assurance Branch
CSB	Contract Settlement Board
CSD	Computing Services Directorate
DDIS	Direct Deposit Interface System
DMC	Departmental Management Committee
DND	Department of National Defence



DPMS	Departmental Personnel Management System
DPRF	Defence Production Revolving Fund
EAA	Electronic Authorization and Authentication
EBP	Employee Benefit Plan
ECOTS	Electronic Catalogue Order-Taking System
EDI	Electronic Data Interchange
FAA	Financial Administration Act
FAS	Finance and Administration Service
FIS	Financial Information Strategy
FTA	Free Trade Agreement
FTE	Full-time Equivalents
GATT	General Agreement on Tariffs and Trade
GBO	Government Business Opportunities
GOS	Government Operational Service
GST	Goods and Services Tax
HR	Human Resources
HRS	Human Resources Service
HWC	Health and Welfare Canada
IM / IT	Information Management / Information Technology
IMAA	Increased Ministerial Authority and Accountability
IMS	Information Management Service
IMS	Integrated Maintenance Systems
IMSL	Information Management Service Line
IAN	Individual Agency Number
ISPR	Income Security Programs Redesign
ISTC	Industry, Science and Technology Canada
ITC	Intergovernmental Taxation Centre
MCIH	Management of Corporate Information Holdings Program
MCP	Major Crown Project
MIS	Management Information Support
MLS	Microwave Landing Systems Project
MMSO	Materiel Management Service Line
MOU	Memorandum of Understanding

MRO	Minister's Regional Office
MYOP	Multi-Year Operational Plan
NAFTA	North American Free Trade Agreement
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NCR	National Capital Region
NSA	New Shipborne Aircraft
OBS	Open Bidding Service
OCG	Office of the Comptroller General
OPF	Operational Plan Framework
PAD	Policy and Analysis Directorate
PCO	Privy Council Office
PIN	Personal Identification Number
POB	Procurement Opportunities Board
PRB	Procurement Review Board
PRC	Procurement Review Committee
PRI	Personal Record Identifier
PS 2000	Public Service 2000
PSB	Professional Services Branch
PSC	Procurement Strategy Committee
PSCS	Public Service Compensation System
PYRS	Person-Years Reporting System
RAMP	Radar Modernization Project
RCMP	Royal Canadian Mounted Police
RTC	Revenue Canada Taxation
SACC	Standard Acquisition Clauses and Conditions
SFS	Salary Forecasting System
SIN	Social Insurance Number
SIS	Stocked Item Supply
SOA	Special Operating Agency
SOS	Supply Operations Service
SPS	Science and Professional Services (Directorate)
SRAP	Short Range Acquisition Plan

SRF	Supply Revolving Fund
SSC	Supply and Services Canada
TAPS	Transaction Automated Processing System
TBS	Treasury Board Secretariat
TQM	Total Quality Management
TRUMP	Tribal Class Update and Modernization
UBS	Unsolicited Brokerage Service
WPI	Western Procurement Initiative

<b>Index</b>	<b>page</b>
<b>A</b>	
Account Executive Program	51
Acquisitions 2000	9, 32, 50, 51
Acquisitions Decision Support System	32, 51
Advance Contract Award Notices	12, 51
Assets Information Management	33
<b>B</b>	
Business Centre	51
<b>C</b>	
Canada Communication Group	19, 23, 25, 28, 32, 37, 82, 83
Canadian Airspace Systems Modernization Plan	58
Canadian Content Policy	12, 33
Canadian Forces Utility Tactical Transport Helicopter	58
Canadian General Standards Board	23, 28, 32, 82, 84
Canadian Patrol Frigate Program	57
Capital Assets Management Plan	33, 70
Central Accounting System	43, 44
Central Accounts of Canada	20
Centre for Client Relations	51
Child Tax Benefit Program	31
Common Departmental Financial System	61
Common Service Policy	8, 16, 30
Consolidated Revenue Fund	44, 47
Consulting and Audit Canada	19, 23, 25, 28, 32, 37, 82, 86
Corporate Culture	31
Corporate Policy and Planning Service	19, 21
<b>D</b>	
Defence Industrial Preparedness	72
Department of Supply and Services Act	16
Departmental Personnel Management System	23, 34, 35, 60
Direct Deposit	34, 41, 46, 53
<b>E</b>	
Electronic Catalogue and Order-Taking System	35, 50
Electronic Payment Authorization System	31
Electronic Revenue	42
Empowering	28, 31
Environmental Agenda	34
Evaluation	35
<b>F</b>	
Fastrack System	51
Finance and Administration Service	19, 21
Financial Administration Act	16, 20
Financial Information Strategy	9, 13, 34, 44, 61
Financial Restructuring	25, 32, 49, 57, 62

<b>G</b>	
General Agreement on Tariffs and Trade	13, 14, 49
Goods and Services Tax	13, 44
Government Operational Service	17, 19, 20
Government-wide Information Management	30
<b>H</b>	
Human Resources Management	14, 28, 31, 33, 74, 87
Human Resources Service	21
Human Resources Strategy	9, 21, 74, 75
<b>I</b>	
Incentive Rebate Program	33, 64, 65
Income Security Redesign Program	47
Information Management	30, 54-56
Information Management Service	19, 21
Information Systems Management Corporation	12
Intellectual Property Policy	14
Internal Audit	35, 36, 71, 87
<b>L</b>	
Looking Ahead	13, 31
<b>M</b>	
Major Crown Projects	20, 32, 56
Mandate	16, 20, 22, 35
Matériel Management Services Offering	51
Methods of Financing	25
Mission Statement	14, 16, 31, 76
Modernization	9, 13, 28
<b>N</b>	
New Shipborne Aircraft Project	58
North American Free Trade Agreement	13, 14
North Atlantic Treaty Organization	80
<b>O</b>	
Open Bidding Service	12, 29, 32, 49
Operating Budgets	32
Operational Planning Framework	13, 33, 35
<b>P</b>	
Pension Reform	9, 30, 31, 53, 54
Personal Record Identifier Number	54
Procurement Review Board	29, 32, 72
Prosperity	29, 81
Public Accounts of Canada	43, 44
Public Service 2000	28, 29, 50, 54, 70
Public Service Compensation System	9, 33, 36, 53, 60
<b>Q</b>	
Quality Service	8, 9, 13, 30, 63, 85



<b>R</b>	
Radarsat	59
Receiver General	16, 17, 20, 25, 41-43
Regional Delivery	22
Regional Directorates	19, 20, 38, 49
Regional Technology Project	55
Restraint	8, 28, 66, 87
Revolving Funds	25
Rider Travel Group	63
<b>S</b>	
Security Policy	81
Service Delivery	13, 28, 29, 49
Shipborne Aircraft Project	58
Space Station Project	59
Special Operating Agencies	13, 25, 28, 32, 82
Standard Payment System	47
Stocked Item Supply	22, 23, 65
Strategic Directions	13, 21, 28, 30, 74
Strategic Information Exchange	12
Supplier Access	9
Supplier Promotion Program	29, 50
Supply Operations Service	17, 19, 20, 23, 26
SupplyLine	49
Surplus Crown Assets Act	16, 33, 65
<b>T</b>	
Technology	29, 31
Training	9, 33, 35, 75
Transaction Automated Processing System	51
Tribal Class Update And Modernization Project	57
Triennial Banking Services Agreement	42
<b>U</b>	
Unsolicited Proposals Brokerage Service	13
<b>V</b>	
Vision 2000	76
<b>W</b>	
Western Procurement Initiative	50



S	Service de courtagé des propositions spontanées	14
	Service de gestion de l'information	21, 23
	Service de la politique et de la planification ministériel	21, 23
	Service des approvisionnement	19, 21, 22, 26, 29
	Service des finances et de l'administration	21, 23
	Service des invitations ouvertes à soumissionner	13, 32, 33, 36, 55
	Service des ressources humaines	23
	Service opérationnel au gouvernement	19, 21, 22
	Service optionnel de gestion du matériel	57
	Services à la clientèle en région	24
	Stratégie d'information financière	10, 14, 38, 48, 69
	Stratégie des ressources humaines	10, 23, 86
	Système d'autorisation électronique de paiements	35
	Système de comptabilité central	48
	Système de rémunération de la fonction publique	10, 37, 41, 60, 69
	Système de soutien des décisions en matière d'acquis	36, 57
	Système électronique de commandes par catalogue	39, 56
	Système Fastrack	57
	Système financier ministériel commun	69
	Système intégré de traitement des achats	56
	Système ministériel de gestion du personnel	25, 38, 40, 69
	Système normalisé de paiements	52
T	Taxe sur les produits et services	15, 49
	Technologie	33, 34
	Trésor	49, 52
V	Vérification interne	40, 41, 81, 100
	Vision 2000	87

- Liberté d'action 31, 34
- Loi de 1970 sur le ministère des Approvisionnement et Ser 18
- Loi sur l'administration financière 18, 22
- Loi sur les biens de surplus de la Couronne 18, 37, 73
- M**
- Mandat 18, 22, 24, 39
- Méthodes de financement 28
- Modernisation 10, 14, 31
- N**
- Nouvel aéronef embarqué 66
- O**
- Office des normes générales du Canada 26, 31, 36, 94, 97
- Organisation du Traité de l'Atlantique Nord 91
- Organismes de service spéciaux 15, 28, 31, 36, 94
- Orientations stratégiques 15, 23, 31, 34, 85
- P**
- Plan d'action pour l'environnement 38
- Plan de gestion des immobilisations 37, 80
- Politique sur la propriété intellectuelle 15
- Politique sur la sécurité 92
- Politique sur le contenu canadien 13, 37
- Politique sur les services communs 9, 18, 33
- Préavis d'adjudication de contrat 14, 57
- Préparation de l'industrie de défense 82
- Prestation du service 14, 31, 33, 54
- Programme de la frégate canadienne de patrouille 35
- Programme de promotion des relations avec les fournisseurs 65
- Programme des remises d'encouragement 32, 55
- Programme des responsables des comptes 37, 73
- Projet de la station spatiale 58
- Projet de la technologie dans les régions 67
- Projet de modernisation des navires de la classe Tribal 63
- Projet de modernisation des systèmes de l'espace aérien 65
- Prosperité 66
- Q**
- Qualité des services 32, 92
- R**
- Radarsat 10, 14, 34, 72, 97
- Radarstat 67
- Receveur général 18, 19, 22, 28, 45, 46, 48
- Recyclage 11
- Réforme des pensions 10, 34, 35, 60
- Regard sur l'avenir 15, 35
- Remaniement des programmes de la sécurité du revenu 52
- Restrictions 9, 32, 75, 100
- Restructuration financière 28, 35, 54, 65, 70
- Rider Travel Group 71

<b>A</b>	Accès aux marchés	10
	Accord de libre-échange nord-américain	15, 16
	Accord général sur les tarifs douaniers et le commerce	15, 16, 55
	Acquisitions 2000	10, 36, 56, 57
	Appro-info	54
	Approvisionnement en articles stockés	24, 25, 74
	Architecture ouverte	33
<b>B</b>	Automatisation de la perception des recettes	47
	Budgets de fonctionnement	35
<b>C</b>	Cadre du plan opérationnel	15, 37, 39
	Centre de gestion	57
	Centre des relations avec la clientèle	58
	Code d'identification de dossier personnel	61
	Commission de révision des marchés publics	33, 36, 82
	Comptes centraux	22
	Comptes publics du Canada	47, 48
	Conseils et Vérification Canada	21, 26, 28, 29, 31, 36, 41, 94, 98
<b>D</b>	Corporation "Information Management Systems"	13
	Culture organisationnelle	34
	Dépôt direct	38, 45, 51, 60
	Directions générales régionales	21, 22, 42, 54
<b>E</b>	Échange d'information stratégique	13
	Énoncé de mission	15, 18, 34, 87
	Entente bancaire triennale	47
	Évaluation	39
<b>F</b>	Fonction publique 2000	31, 32, 56, 61, 80
	Fonds renouvelable	28
	Formation	11, 37, 39, 86
<b>G</b>	Gestion de l'information	33, 61, 62
	Gestion de l'information sur les biens	36
	Gestion des ressources humaines	15, 31, 35, 37, 85, 100
	Grands projets de l'État	22, 35, 65
	Groupe Communication Canada	21, 25, 28, 31, 36, 41, 94
	Groupe Voyage Rider	71
<b>H</b>		
<b>I</b>	Helicoptère de transport tactique polyvalent des Forces	66
	Initiative d'acquisitions de l'Ouest	55
<b>I 16</b>	(Approvisionnements et Services Canada)	



SFA	Service des finances et de l'administration
SFMC	Système financier ministériel commun
SGI	Service de gestion de l'information
SGS	Système de gestion salariale
SIDD	Système d'interface de dépôt direct
SIF	Stratégie d'information financière
SIOS	Service des invitations ouvertes à soumissionner
SITA	Système intégré de traitement des achats
SMA	Sous-ministre adjoint
SMGP	Système ministériel de gestion du personnel
SOG	Service opérationnel au gouvernement
SOGM	Service optionnel de gestion du matériel
SPPM	Service de la politique et de la planification ministérielles
SRAP	Système de rapports sur les années-personnes
SREFP	Système de rémunération de la fonction publique
SRH	Service des ressources humaines
SSDA	Système de soutien des décisions en matière d'acquisitions
SSIB	Systèmes et services d'informatique et de bureautique
TPM	Tableau des projets de marchés
TPS	Taxe sur les produits et services

GPE	Grand projet de l'État
GQT	Gestion de la qualité totale
GRC	Gendarmerie royale du Canada
HUTFC	Hélicoptère utilitaire de transport tactique des Forces canadiennes
IAO	Initiative sur les acquisitions dans l'Ouest
ISTC	Industrie, Sciences et Technologie Canada
LAF	Loi sur l'administration financière
MDN	Ministère de la défense nationale
NAE	Nouvel aéronef embarqué
NAS	Numéro d'assurance sociale
NASA	National Aeronautics and Space Administration
NIO	Numéro individuel d'organisme
ONGC	Office des normes générales du Canada
OSS	Organisme de service spécial
OTAN	Organisation du Traité de l'Atlantique Nord
PAC	Préavis d'adjudication de contrat
PACT	Plan d'acquisition à court terme
PE	Protocole d'entente
PGI	Plan de gestion des immobilisations
PMEAC	Projet de modernisation des systèmes de l'espace aérien canadien
PMR	Projet de la modernisation des radars
POP	Plan opérationnel pluriannuel
PRMCT	Projet de modernisation des navires de classe Tribal
PSAM	Projet de systèmes d'atterrissage à micro-ondes
PSR	Remaniement des programmes de la sécurité du revenu
RACGFP	Régime d'assurance pour les cadres de gestion de la fonction publique
RCN	Région de la capitale nationale
RL	Réseaux locaux
RPC	Régime de pensions du Canada
RSSFP	Régime des soins de santé de la fonction publique
SCC	Système de comptabilité central
SCGRF	Système central de gestion et de rapports financiers
SECC	Système électronique de commandes par catalogue

## Abréviations

AAS	Approvisionnement en articles stockés
AQC	Assurance de la qualité des contrats
ALE	Accord de libre-échange
ALENA	Accord de libre-échange nord-américain
ASC	Approvisionnements et Services Canada
ASCCA	Automatisation du système canadien de la circulation aérienne
BCP	Bureau du Conseil privé
BRM	Bureau régional du ministre
CDBC	Centre de distribution des biens de la Couronne
CGM	Comité de gestion du ministère
CIP	Code d'identification personnel
CPO	Cadre du plan opérationnel
CRMP	Commission de révision des marchés publics
CSA	Comité responsable de la stratégie d'achat
CVC	Conseils et Vérification Canada
CVE	Comité de vérification et d'examen
DBC	Distribution des biens de la Couronne
DGCRE	Direction générale des communications et des relations extérieures
DGPA	Direction générale des politiques et de l'analyse
DOR	Direction des opérations de la rémunération
EDI	Échange de données informatisées
EGS	Examen des gammes de services
FCP	Frégate canadienne de patrouille
FP 2000	Fonction publique 2000
FRA	Fonds renouvelable des approvisionnements
FRPD	Fonds renouvelable de la production de défense
FRSf	Fonds renouvelable des services facultatifs
GATT	Accord général sur les tarifs douaniers et le commerce
GCC	Groupe Communication Canada
GI	Gestion de l'information
GI / TI	Gestion de l'information / technologie de l'information
GIB	Gestion de l'information sur les biens

B. Tables de concordance

Tableau 59 : Table de concordance du budget des dépenses de 1991-1992  
(en milliers de dollars et en équivalents temps plein)

Ancienne activité	Approv- sionnements	Opérations régionales	Services de gestion et services opérationnels	Administration du Programme	Réprocité fiscale	Total
Nouvelle activité	8 804	113 146	121 657	179	—	243 786
services centraux et	1 481	2 944	1 463	88	—	5 976
services communs	8 042	16 749	31 585	42 342	—	98 718
Soutien et administration	54	403	85	1 022	—	1 564
du Programme	16 765	—	—	—	—	16 765
Organismes de service	1 895	—	—	—	—	1 895
spéciaux	—	—	—	—	—	—
Réprocité	—	—	—	—	—	—
fiscale	—	—	—	—	—	—
Total	33 611	129 895	153 242	42 521	—	359 269
	3 430	3 347	1 548	1 110	—	9 435

Tableau 60 : Table de concordance des dépenses réelles de 1991-1992  
(en milliers de dollars et en équivalents temps plein)

Ancienne activité	Approv- sionnements	Opérations régionales	Services de gestion et services opérationnels	Administration du Programme	Réprocité fiscale	Total
Nouvelle activité	8 996	103 383	59 944	179	—	172 502
services communs	1 340	2 619	1 295	88	—	5 342
Soutien et administration	42 022	22 740	68 922	79 702	—	213 386
du Programme	57	453	85	991	—	1 586
Organismes de service	(10 166)	—	—	—	—	(10 166)
spéciaux	1 943	—	—	—	—	1 943
Réprocité	—	—	—	—	—	—
fiscale	—	—	—	—	—	—
Total	40 850	126 123	128 666	79 881	—	415 116
	3 340	3 072	1 380	1 079	—	8 871

## Coût net du Programme

Le tableau 58 relie le coût net de chaque activité du Programme d'approvisionnement et Services pour 1993-1994 comparé aux prévisions de 1992-1993.

**Tableau 58 : Coût net du Programme par activité**  
(en milliers de dollars)

Services centraux et services communs	Soutien et administration du Programme	Organismes de service spéciaux	Budget des dépenses		Autres Coûts*	
			1993-1994	Coût net	1993-1994	Prévisions 1992-1993
360 362	42 705	403 067	349 921			
107 310	12 994	120 304	197 025			
13 106	—	13 106	14 321			
480 778	55 699	536 477	561 267			

\*

D'autres coûts au montant de 55,7 millions de dollars représentant les services offerts gratuitement par d'autres ministères gouvernementaux se répartissent comme suit:

(en milliers de dollars)

-	locaux	39 615
-	régime d'assurance collective chirurgicale-médicale, assurance-maladie provinciale et régime de soins dentaires	12 388
-	indemnités aux employés	1 065
-	services juridiques	1 588
-	services de traduction	1 043
-	Total	55 699

(Renseignements supplémentaires) 11



**Tableau 56 : État des opérations et besoins financiers**  
(en milliers de dollars)

	Budget des dépenses 1993-1994	Prévisions 1992-1993
Recettes	2 000	2 000
Dépenses	2 000	2 000
(Excédent) Déficit pour l'année	—	—
Ressources requises (fournies)		
Prêt à long terme — Avances (Remboursement)	—	—
Différences concernant le fonds de roulement	—	—
Besoins financiers (besoins de trésorerie nets)	—	—

**Tableau 57 : État des opérations (en milliers de dollars)**

	Budget des dépenses 1993-1994	Prévisions 1992-1993	Données réelles 1991-1992
<b>Actif</b>			
Comptes débiteurs	—	—	—
Prêts et avances	1 724	1 724	26 324
<b>Passif</b>			
Comptes créditeurs et charges à payer	—	—	—
Avoir du Canada	1 724	1 724	26 324
Avoir du Canada — constitué de:			
Autorisation provenant du Trésor	1 724	1 724	26 324
Excédent non réparti	—	—	—

Tableau 54 : État des opérations (en milliers de dollars)

Budget des dépenses 1993-1994	Prévisions 1992-1993	Données réelles 1991-1992
<b>Actif</b>		
Comptes débiteurs	14 506	15 953
Stocks		
Immobilisations et autres éléments d'actif	4 597	3 964
	20 271	19 917
<b>Passif</b>		
Comptes créditeurs et charges à payer	11 476	11 819
	12 128	
Avoir du Canada	8 143	8 098
Avoir du Canada — constitué de:		
Autorisation provenant du		
Trésor	8 670	9 125
Excédent (Déficit) non réparti	(1 027)	(1 027)

d) Fonds renouvelable de la Production de défense

Tableau 55 : Utilisation prévue de l'autorisation en 1993-1994 (en milliers de dollars)

Autorisation, 1 <sup>er</sup> avril 1993	100 000
Prélèvement:	
Solde prévu au 1 <sup>er</sup> avril 1993	1 724
Total des prévisions (besoins de trésorerie nets)	—
Moins: Solde au 31 mars 1994	1724
Autorisation non utilisée au 31 mars 1994	98 276

Tableau 53 : État des opérations et besoins financiers  
(en milliers de dollars)

Budget des dépenses 1993-1994	Budget principal 1992-1993
<b>Recettes:</b>	54 810
<b>Dépenses:</b>	
Coûts des produits	17 963
Coûts de fonctionnement	39 684
Administration du Programme	500
<b>Dépenses totales:</b>	58 147
<b>Excédent (Déficit) pour l'année</b>	(16)
Ressources requises	
(Excédent) Déficit pour l'année	(500)
Amortissement	(1 114)
Dépenses en immobilisations	1 114
Différences concernant le fonds de roulement	516
Besoins financiers	16
= (besoins de trésorerie nets)	(513)

**Tableau 51 : État des opérations (en milliers de dollars)**

Données réelles	1991-1992	Budget des dépenses	1993-1994	Prévisions	1992-1993
<b>Actif</b>					
Comptes débiteurs	111 470	102 000	110 000		
Stocks	8 605	7 000	8 000		
Immobilisations et autres éléments d'actif	15 330	28 000	20 000		
<b>Passif</b>					
Comptes créditeurs et charges à payer	108 034	101 000	105 000		
Avoir du Canada	27 371	36 000	33 000		
Avoir du Canada — constitué de:					
Autorisation provenant du					
Trésor	26 995	31 290	27 245		
Excédent (Déficit) non réparti	376	4 710	5 755		

**c) Fonds renouvelable de Conseils et Vérification Canada**

**Tableau 52 : Utilisation prévue de l'autorisation en 1993-1994  
(en milliers de dollars)**

Autorisation, 1 <sup>er</sup> avril 1993	30 000		
Prélèvement:			
Solde prévu au 1 <sup>er</sup> avril 1993	8 654		
Total des prévisions (besoins de trésorerie nets)	16		
Moins: Solde au 31 mars 1994	8 670		
Autorisation non utilisée au 31 mars 1994	21 330		

Tableau 50 : État des opérations et besoins financiers  
(en milliers de dollars)

Budget des dépenses	1993-1994	Budget principal	1992-1993
<b>Recettes:</b>			
	310 544	325 979	
<b>Dépenses:</b>			
Coûts des produits	191 616	209 031	
Coûts de fonctionnement	118 928	114 622	
Administration du Programme	—	—	
<b>Dépenses totales:</b>			
	310 544	323 653	
<b>Excédent (Déficit) pour l'année</b>			
	—	2 326	
Ressources requises			
(Excédent) Déficit pour l'année	(4 710)	(2 326)	
Amortissement	(290)	(3 100)	
Dépenses en immobilisations	9 000	3 557	
Différences concernant le fonds de roulement	(4 000)	1 869	
Besoins financiers			
= (besoins de trésorerie nets)			



**Tableau 48 : État des opérations (en milliers de dollars)**

Données*	1991-1992	Prévisions 1992-1993	Budget des dépenses 1993-1994
<b>Actif</b>			
Comptes débiteurs	196 122	32 536	37 169
Stocks	23 047	25 641	24 795
Immobilisations et autres éléments d'actif	39 760	1 290	2 023
<b>Passif</b>			
Comptes créditeurs et charges à payer	151 872	6 887	7 006
Avoir du Canada	107 057	52 580	56 981
Avoir du Canada — constitué de:			
Autorisation provenant du			
Trésor			
	118 126	52 781	59 267
Excédent (Déficit) non réparti	(11 069)	(201)	(2 286)
* Financé par le Fonds renouvelable des approvisionnements incluant Groupe Communication Canada et Conseils et Vérification Canada.			

**b) Fonds renouvelable du Groupe Communication Canada**

**Tableau 49 : Utilisation prévue de l'autorisation en 1993-1994  
(en milliers de dollars)**

Autorisation, 1 <sup>er</sup> avril 1993	100 000
Prélèvement:	
Solde prévu au 1 <sup>er</sup> avril 1993	31 291
Total des prévisions (besoins de trésorerie nets)	—
Moins: Solde au 31 mars 1994	31 291
Autorisation non utilisée au 31 mars 1994	68 709

5. États financiers des fonds renouvelables

a) Fonds renouvelable des Approvisionnements / Fonds renouvelable des Services facultatifs

Tableau 46 : Utilisation prévue de l'autorisation en 1993-1994  
(en milliers de dollars)

Autorisation, 1 <sup>er</sup> avril 1993	100 000
Prélèvement:	
Solde prévu au 1 <sup>er</sup> avril 1993	201
Total des prévisions (besoins de trésorerie nets)	2 286
Moins: Solde au 31 mars 1994	2 487
Autorisation non utilisée au 31 mars 1994	97 513

Tableau 47 : État des opérations et besoins financiers  
(en milliers de dollars)

	Gestion des transports	CDBC	AAS	Budget des dépendances 1993-1994	Budget* principal 1992-1993
Recettes:	41 100	8 672	114 522	164 294	169 550
Depenses:					
Coûts des produits	41 100	—	80 470	121 570	131 300
Coûts de fonctionnement	—	8 436	28 293	36 729	29 280
Administration du Programme	—	1 832	6 449	8 281	9 530
Depenses totales:	41 100	10 268	115 212	166 580	170 110
Excédent (Déficit) pour l'année	—	(1 596)	(690)	(2 286)	(560)
Ressources requises					
(Excédent) Déficit pour l'année	1 596	690	2 286	560	
Amortissement	(104)	(358)	(462)	(507)	
Depenses en immobilisations	439	654	1 093	501	
Différences concernant le fonds de roulement	(335)	(296)	(631)	6	
Besoins financiers = (besoins de trésorerie nets)	—	1 596	690	2 286	560

\* Le Fonds renouvelable des approvisionnements tel que reflété dans le Budget des dépenses de 1992-1993 a été, lors du budget supplémentaire, converti aux Fonds renouvelables des Services facultatifs, Conseils et Vérification Canada et du Groupe Communication Canada.

3. Dépenses en immobilisations

Tableau 44 : Besoins en capital répartis par autorisation de financement (en milliers de dollars)

Budget des dépenses	1993-1994	Fonds renouvelables	Dépenses du Programme (Crédit)	33 224
Données réelles	Prévisions	17 423	12 897	36 408
1991-1992	1992-1993	20 299	33 196	

Les besoins en immobilisations satisfaits au moyen du fonds renouvelable des approvi-  
sionnements sont inscrits au titre des immobilisations. L'amortissement annuel de ces  
dernières est calculé suivant la méthode de l'amortissement linéaire en fonction d'une durée  
utile du matériel de 5 à 10 ans.

Les besoins en immobilisations satisfaits au moyen de crédits sont consignés et  
considérés comme des dépenses occasionnées au cours de l'année.

4. Paiements de transfert

Tableau 45 : Détails des subventions et des contributions  
(en milliers de dollars)

Budget des dépenses	1993-1994	Autres paiements de transfert	Réciprocité fiscale <sup>1</sup>	Total
Données réelles	Prévisions	2 244 600	—	2 244 600
1991-1992	1992-1993	2 494 000	—	41 890 416

Contributions  
Contributions à des organismes, à des  
associations et à des particuliers  
relativement à des projets visant à  
renseigner le grand public et à le  
sensibiliser à la science et à la  
technologie

Autres paiements de transfert

39 396 416

41 890 416

<sup>1</sup> Ce programme a été éliminé le 1<sup>er</sup> janvier 1991 par suite de l'entrée en vigueur de la  
Taxe sur les produits et services.

Tableau 43 : Détails des besoins en personnel

ETP*	Budget des dépenses 1993-1994	ETP Prévisions 1992-1993	Données réelles 1991-1992	Echelle des traitements actuelle	Provision pour le traitement annuel moyen en 1993-1994
Gestion	208	207	206	63 300 — 128 900	91 466
Scientifique et professionnel	17	17	17	26 132 — 79 153	64 656
Administration et service extérieur	4 568	4 536	4 490	15 516 — 78 759	50 337
Technique	78	78	77	16 608 — 75 831	36 377
Soutien administratif	3 054	3 030	2 986	16 847 — 48 804	28 050
Exploitation	1 102	1 125	1 095	17 489 — 69 057	30 217
Total	9 027	8 993	8 871		

Nota:

La colonne «échelle des traitements actuelle» indique les échelles de traitement par groupe professionnel, en vigueur au 1<sup>er</sup> octobre 1992. La colonne «traitement moyen» indique les coûts salariaux de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles et les promotions. Il se peut que les comparaisons d'une année à l'autre soient modifiées par les changements qui surviennent au chapitre de la répartition des éléments qui sous-tendent les calculs.

(Suite du tableau 42)

1 Comprend les crédits 1, 5, 10 et les crédits législatifs.

2 Comprend le Fonds renouvelable des Approvisionnements (1991-1992), le Fonds renouvelable des services facilitatifs (1992-1993), le Groupe Communication Canada, Conseils et Vérification Canada, et le Fonds renouvelable de la production de défense.

\* Le facteur «dépenses en capital secondaires» correspond au montant qui reste après que le montant des dépenses en capital a été décidé. D'après les principes qui sous-tendent le budget de fonctionnement, ces ressources sont censées être interchangeables avec les dépenses touchant le personnel et celles qui concernent les biens et services. Les dépenses en capital d'ASC ne contiennent que des dépenses en capital secondaires.

**Section III**  
**Renseignements supplémentaires**

**A. Aperçu des ressources du Programme**

**1. Besoins financiers par article**  
**Tableau 42 : Détails des besoins financiers par article**  
**(en milliers de dollars)**

	Crédits et Postes législatifs <sup>1</sup>		Fonds renouvelables <sup>2</sup>	
	Budget des dépenses 1992-1993	Données réelles 1991-1992	Budget des dépenses 1993-1994	Prévisions 1992-1993
<b>Personnel:</b>				
Traitements et salaires	293 796	283 302	90 315	98 894
Contributions aux régimes d'avantages sociaux des employés	32 420	27 345	11 290	20 225
Autres frais en personnel	—	—	—	—
<b>Total</b>	<b>326 216</b>	<b>310 647</b>	<b>101 605</b>	<b>119 119</b>
<b>Biens et Services :</b>				
Transports et communications	74 722	81 203	15 168	14 590
Information	5 021	7 048	2 236	2 587
Services professionnels et spéciaux	53 456	120 233	124 380	120 935
Locations	13 909	18 625	37 440	16 112
Achat de services de réparation et d'entretien	8 216	10 471	4 674	5 302
Services publics, fournitures et matériaux	12 230	25 349	208 707	226 002
Autres subventions et paiements	44 836	56 386	30 452	27 840
<b>Total</b>	<b>538 606</b>	<b>629 962</b>	<b>524 662</b>	<b>532 487</b>
<b>Dépenses en capital secondaires<sup>3</sup></b>	<b>22 615</b>	<b>18 985</b>	<b>10 609</b>	<b>17 423</b>
Paiements de transfert	2 245	2 494	—	—
Dépenses brutes	563 466	651 441	535 271	549 920
Moins reçues à valeur sur : - crédit 1	84 990	92 837	—	—
- fonds renouvelables	—	—	532 969	547 257
- factettes totales	84 990	92 837	532 969	547 257
<b>Dépenses nettes imputées à l'autorisation</b>	<b>478 476</b>	<b>558 604</b>	<b>2 302</b>	<b>2 663</b>
				(10 166)

(Voir les explications au bas de la page suivante).



## Contribution aux objectifs gouvernementaux

L'organisme continue de prendre les mesures nécessaires pour répondre aux nouvelles priorités gouvernementales. L'insistance sur les restrictions financières et sur la gestion des ressources humaines a conduit à l'établissement d'un certain nombre de pratiques de consultation portant spécialement sur l'évaluation d'une situation organisationnelle, la gestion du changement, la compression de l'effectif et la gestion des ressources humaines. Pour répondre au désir du gouvernement d'améliorer l'efficacité et l'efficacité de réalisation des programmes, l'organisme a acquis une compétence dans l'utilisation de nouveaux modèles de gestion dans le secteur public, et en particulier dans la mise sur pied et la gestion des organismes de service spéciaux et ce, tout en améliorant ses capacités de vérification interne dans divers domaines.

La gestion de l'information a également fait l'objet d'une attention particulière, tout comme la gestion et le contrôle environnementaux. À la lumière des transformations importantes que l'on pouvait constater dans le domaine de la gestion du secteur public à l'étranger, on a également déployé des efforts considérables pour mettre la compétence du secteur public à la disposition des gouvernements étrangers et des organisations internationales.

Au moyen de la sous-traitance, CVC s'efforce également de faciliter l'accès des entreprises du secteur privé aux marchés de l'administration fédérale. C'est pourquoi, l'organisme cherche des moyens de simplifier les procédures opérationnelles, financières et administratives, ainsi que celles qui touchent le personnel, et s'efforce de déplacer son centre d'intérêt du processus aux résultats. On met l'accent sur la qualité et la rapidité de la prestation du service à la clientèle et l'on veille à maintenir un milieu de travail productif et valorisant pour le personnel.

Tableau 41 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Conseils et	58 147	58 131	16 420	54 880	55 351	(471)	380
Verification Canada							

## Données sur le rendement et justification des ressources

**Satisfaction du client :** L'organisme a effectué un sondage auprès de tous ses clients et de toutes les personnes concernées par ses services afin de déterminer ce que l'on considérerait comme les points forts et les points faibles de l'organisme. Les résultats du sondage témoignaient d'un pourcentage élevé de satisfaction chez les clients. Le sondage a révélé que les gagnants des services de l'organisme appréciaient particulièrement la rapidité du service et la facilité d'accès à un personnel de très grande compétence dans les domaines de la prestation de conseils et de la vérification. En réponse aux résultats de ce sondage, l'organisme travaille actuellement à l'instauration de procédures rigoureuses de gestion et d'assurance de la qualité, ainsi qu'à la simplification et à l'accélération du processus de facturation et de paiement. On travaille également à l'élaboration d'une stratégie globale de commercialisation afin de répondre aux besoins de l'organisme en ce qui concerne les relations publiques et la promotion de nouveaux marchés.

**Rendement financier :** CVC a dû relever certains défis particulièrement onéreux. En effet,

L'organisme a procédé à la fusion de deux organismes en une seule entité administrative. Cette fusion a entraîné d'importants travaux afin de réunir physiquement les deux organismes, d'établir de nouveaux systèmes pour le nouvel organisme et d'établir une structure de soutien central. En outre, les possibilités de recettes de CVC pour l'exercice 1991-1992 ont été limitées en raison de la désaffectation de la gestion et de l'importante restructuration du Groupe des conseillers gouvernementaux.

L'organisme opère en vertu d'un fonds renouvelable et a fait d'important progrès dans l'élaboration d'un système intégré et autonome de gestion financière. Il a dressé un budget qui devrait lui permettre d'atteindre une autonomie financière complète au cours du prochain exercice.

exercice.

**Nota :** Voir les données financières à la Section III, page 107.

Conseils et Vérification Canada fournit à l'administration fédérale, aux sociétés d'Etat, aux gouvernements provinciaux et étrangers, à des organismes internationaux ainsi qu'à d'autres organismes du secteur public, des services facultatifs et rémunérés à l'acte dans les domaines de la prestation de conseils, de la vérification et de services connexes. Les services complets de vérification de CVC touchent les domaines de la vérification de conformité, d'attestation, de rentabilité ainsi que d'autres services connexes. Ces services répondent aux besoins de l'administration fédérale en ce qui concerne les contrats, la contribution, la conformité aux règlements, la vérification interne, la vérification de l'information ainsi que d'autres services connexes de vérification.

Description

Contribuer à l'amélioration des opérations et de la gestion du secteur public en fournissant toute une gamme de services de conseils, de vérification et de services connexes et ce, à la façon de l'entreprise privée, tel qu'il est indiqué dans les plans d'activités.

Objectif

3. Conseils et Vérification Canada

- la Direction des normes présentera annuellement au Conseil 75 normes nationales du Canada se rapportant à la gestion des approvisionnements, dont certaines constitueront des révisions d'anciennes normes, ce qui contribuera ainsi à réduire le nombre de «d'anciennes normes» qui n'ont pas encore été révisées. La Direction des normes travaille actuellement à l'élaboration de mécanismes visant l'amélioration de la planification et de l'établissement des calendriers en ce qui concerne le travail sur les normes afin de s'assurer que l'on répond aux besoins des clients. L'ONGC répondra aux demandes d'achat de publications dans un délai de 72 heures et aux demandes de renseignements dans un délai de 48 heures.
- l'ONGC élabore actuellement de nouveaux mécanismes lui permettant de répondre aux besoins des clients, dont la réalisation d'une enquête auprès de tous ses clients et de toutes les parties visées par ses activités. Tous les aspects des opérations de l'organisme font également l'objet d'un examen effectué dans le but de simplifier et d'améliorer les services. Un système amélioré de facturation sera mis en oeuvre dans l'ensemble de l'organisme. De même, on accentuera les efforts de commercialisation afin de promouvoir la reconnaissance de l'organisme et l'expansion des marchés;
- satisfaction de la clientèle : L'ONGC s'efforcera d'expliquer à ses clients de l'administration fédérale et du secteur privé qu'il a l'intention d'améliorer son rendement dans le but de réduire au minimum et même d'éliminer le crédit annuel. L'ONGC offrira ses services selon le principe du recouvrement des coûts, sans but lucratif, ce qui lui permettra d'accroître ses possibilités de marché avec le secteur privé. L'ONGC adoptera des techniques de gestion modernes et instaurera le principe de l'amélioration constante de l'efficacité et de l'efficacité des services fournis afin de mieux servir le client et ainsi, répondre à la mission d'ASC;

Le rendement de l'Office est évalué en fonction des indicateurs suivants :

Objectif

L'Office a pour but de constituer un centre de coordination de l'assurance de la qualité pour le gouvernement du Canada, d'offrir des services de la meilleure qualité, d'élargir les gammes de services actuelles pour les clients internes et externes et de fonctionner selon une base financière sûre.

Description

L'Office produit des normes consensuelles pour les produits et les services destinés à l'administration fédérale et aux consommateurs. L'Office voit à la réalisation de programmes de listage des homologations et des accréditations grâce auxquels on peut déterminer quels entrepreneurs offrent des produits ou des services répondant aux normes approuvées. L'Office fournit également une vaste gamme de services de gestion de la qualité.

État récapitulatif des ressources

Tableau 40 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Office des normes généralistes du Canada					Office des normes généralistes du Canada				
Budget des dépenses					Prévisions				
1993-1994					1992-1993				
Dépenses					Dépenses				
Recettes					Recettes				
Net ETP					Net ETP				
1 930					2 515				
2 255					4 544				
57					2 029				
57					57				



Tableau 39 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses					Prévisions				
1993-1994					1992-1993				
Dépenses					Dépenses				
Recettes					Recettes				
Net					Net				
ETP					ETP				
Groupe Communication					Groupe Communication				
Canada					Canada				
321 379					343 678				
310 544					330 915				
10 835					12 763				
1 476					1 562				

Données sur le rendement et justification des ressources

Depuis le 1<sup>er</sup> avril 1992, le Groupe Communication Canada (GCC) a terminé la mise en oeuvre du plan d'action visant le passage d'une exploitation de services obligatoires à une exploitation de services facultatifs. Un certain nombre de services du GCC qui sont devenus facultatifs portent sur des responsabilités relevant du ministre d'Approuvisionnement et Services. Toute responsabilité déléguée aux ministères clients qui désirent obtenir ou fournir eux-mêmes des services d'imprimerie, d'édition, ou des services de productions cinématographiques ou vidéo doit faire l'objet d'un document de délégation d'autorité à cet effet. Afin de s'assurer du maintien du volume des services de base, le GCC a, notamment, négocié des ententes à long terme avec d'importants clients.

Le GCC a préparé son premier plan triennal d'activités stratégiques qui constituera le fondement des plans opérationnels et de commercialisation pour l'année 1992-1993 et les années subséquentes.

Le rendement de l'organisme est mesuré de la façon suivante :

- le rendement est évalué en fonction des ressources financières et des ressources humaines consacrées aux opérations, ainsi qu'en fonction des indicateurs de satisfaction de la clientèle indiqués dans le plan opérationnel annuel.

Nota : Voir les données financières à la Section III, page 105.



**Explication de l'écart :** La baisse nette de 1,2 millions de dollars entre les prévisions de 1992-1993 et le Budget des dépenses de 1993-94 est attribuable aux facteurs suivants :

(en millions de dollars)

•	GCC — Dépenses d'opérations nettes	1.9
•	Autres	(0.7)
	Diminution nette	<u>1.2</u>

**1. Groupe Communication Canada**

**Objectif**

Fournir des services de communications efficaces et efficaces axés sur une méthode se rapprochant des pratiques commerciales et de l'entreprise privée de façon à pouvoir répondre aux besoins exprimés par les clients et atteindre les objectifs de rendement spécifiés dans les plans d'activités annuels.

**Description**

Le Groupe Communication Canada opère en vertu d'un fonds renouvelable et fournit, contre une rémunération à l'acte, des services facultatifs qui comprennent notamment la planification des communications, les relations publiques, les expositions et l'affichage, les services cinématographiques et de vidéo, les services de photographie, d'imprimerie, d'édition, de publicité, de recherche sur l'opinion publique, ainsi qu'une vaste gamme de services de communication permettant de répondre aux besoins en communications de l'administration fédérale.

Certains services, peu nombreux, sont financés par voie de crédits; c'est le cas d'un service de sondage auprès du public, de la fourniture de publications du gouvernement aux bibliothèques et d'un service de planification des communications pour le Bureau du Conseil privé (BCP). Parmi les services obligatoires dont l'Organisation continue d'assumer la responsabilité, nous retrouvons la publication de la Gazette du Canada et des lois, ainsi que la publicité et l'administration du droit d'auteur de la Couronne.

C. Organismes de service spéciaux

Description

Cette activité comprend les différents organismes de service spéciaux (OSS) qui offrent, contre une rémunération à l'acte, des services facultatifs aux ministères et organismes et également, certains services obligatoires et d'autres services financés par crédits. Parmi les OS, nous retrouvons notamment le Groupe Communication Canada, l'Office des normes générales du Canada et Conseils et Vérification Canada. Les services offerts par ces organismes comprennent, entre autres, des services d'imprimerie, d'édition ainsi qu'une vaste gamme de services de communications; l'élaboration de normes générales concernant des produits et des services; des services de gestion de la qualité; le listage des homologations et des accréditations ainsi que des services de consultation et de vérification et des services connexes.

Etat récapitulatif des ressources

Tableau 38 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses	Recettes	Net	ETP	Dépenses	Recettes	Net	ETP

Groupe Communication Canada <sup>1</sup>	321 379	310 544	10 835	1 476	343 678	330 915	12 763	1 562
Office des normes générales du Canada <sup>2</sup>	4 185	1 930	2 255	57	4 544	2 515	2 029	57
Conseils et Vérification Canada	58 147	58 131	16	420	54 880	55 351	(471)	380
Total	383 711	370 605	13 106	1 953	403 102	388 781	14 321	1 999

<sup>1</sup> Les données du GGC incluent 10,8 millions de dollars pour les mesures de Soutien de l'approvisionnement par mode crédit parlementaire.

<sup>2</sup> l'ONCG est financé par un Crédit annuel.

Au cours de 1991-1992, une présentation au Conseil du Trésor a été préparée afin de traiter de la nécessité, pour la Direction de la sécurité industrielle et ministérielle, d'obtenir des ressources financières et des ressources humaines supplémentaires pour être mesure de se conformer aux exigences du Conseil du Trésor. En conséquence, des ressources supplémentaires ont été attribuées afin de permettre de répondre aux nouveaux besoins en matière de sécurité. Il incombe également à la Direction de veiller sur la sécurité de la technologie militaire de nature critique qui est transférée des États-Unis au Canada. Voici les principales réalisations en ce domaine :

- le traitement de 6 045 demandes d'autorisation préalables à une visite visant à permettre à 57 273 personnes d'avoir accès à des renseignements classifiés ou de nature sensible, ou encore à des secteurs contrôlés au Canada et à l'étranger;
- l'élaboration et la mise en oeuvre d'un système de contrôle automatisé du matériel de sécurité industrielle et ministérielle des communications électroniques;
- l'attribution de 21 059 autorisations de sécurité du personnel ou de vérification de la fiabilité au nom du personnel de l'industrie ou du Ministère;
- le traitement et la transmission de 3 020 documents classifiés aux gouvernements de pays avec lesquels le Canada a conclu des accords bilatéraux ou internationaux concernant la sécurité industrielle;
- la participation au Groupe de travail industriel multinational composé des pays membres de l'OTAN pour l'élaboration de protocoles internationaux communs qui, à cette fin, a réalisé 166 enquêtes relativement à des allégations d'actes criminels, de menaces à la sécurité, d'alertes à la bombe et de harcèlement à l'endroit de la personne ou de harcèlement sexuel.

Tableau 37 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
1993-1994				1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net	ETP	Net	ETP	Net	ETP	Net	ETP
—		6 875		—		6 813	
80		6 875		6 813		6 813	
Sécurité		6 875		—		6 813	
79		6 875		—		6 813	

Pour évaluer le rendement de cette sous-activité, on vérifie si les opérations sont conformes :

- à différentes normes en matière d'autorisations de sécurité du personnel de l'industrie et du Ministère, de demandes d'autorisation préalable à une visite et d'autorisations de sécurité d'installation;
- aux politiques gouvernementales en matière de sécurité; le rendement se mesure également en fonction de la sensibilisation accrue à l'égard de la sécurité ainsi qu'en fonction du nombre et de la nature des enquêtes au sujet de violations de la sécurité

## Accomplissements

## Nouvelle politique sur la sécurité

D'autres fonctions découlent de la nouvelle politique gouvernementale sur la sécurité. Le Conseil du Trésor a demandé que la portée des responsabilités du Programme de sécurité industrielle soit élargie en raison des nouvelles exigences de la politique. En outre, dans le but de soutenir les efforts de l'administration fédérale en ce qui concerne la compétitivité et la prospérité et de soutenir les efforts déployés pour accroître le commerce et aider les entreprises canadiennes à accéder aux marchés étrangers, d'autres exigences ont été formulées en ce qui concerne le Programme de sécurité industrielle.

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évalué au moyen :

- d'un examen de tous les rapports sur la négociation des coûts par rapport au tarif ainsi que des états de comptabilité analytique fournis par les fournisseurs afin de déceler tout écart par rapport aux principes des coûts contractuels énoncés dans la formule MAS 1031-2;
- d'une analyse continue des besoins et de l'élaboration de politiques sur les coûts et d'interprétations du document MAS 1031-2;

- de la rédaction de rapports de vérification conformément au plan du programme sur la vérification des contrats, de la surveillance des mesures apportées à la suite d'observations formulées lors de la vérification, ainsi que de la préparation et de la communication des analyses effectuées à partir des conclusions obtenues lors des vérifications.

Au cours de 1991-1992, on a procédé à l'examen de quelque 140 rapports de négociation de coûts, on a reçu et évalué 370 rapports de vérification et l'on a vérifié les mesures qui avaient été prises à la suite de 370 observations formulées lors de vérifications.

(d) Sous-activité de la Sécurité

Objectif

Les objectifs visés par cette sous-activité consistent à traiter les autorisations de sécurité du personnel et les autorisations de sécurité prélablées à une visite, émettre des autorisations de sécurité d'installation valides et à veiller au maintien d'un milieu de travail sûr au sein des installations ministérielles.

Description

Fournir des services spécialisés en matière de sécurité des installations, du personnel, de l'information, du TED et des communications; veiller à ce que les exigences en matière de sécurité de l'Organisation du Traité de l'Atlantique Nord (OTAN) et les ententes relatives à la sécurité industrielle conclues entre le Canada et les États-Unis soient respectées; délivrer les attestations de sécurité au personnel du Ministère et de l'industrie, ainsi que les autorisations de sécurité prélablées à une visite aux installations militaires au Canada et dans les pays étrangers; mettre sur pied des voies internationales de transmission de renseignements classifiés entre les gouvernements.



Au cours de 1991-1992, le Conseil s'est penché sur 22 demandes d'indemnisation et a conclu un règlement pour 13 d'entre elles; il a en outre rendu des décisions concernant quelque 113 résiliations de contrats pour des raisons de commodité.

### c) Sous-activité des Prix contractuels et de l'examen financier

#### Objectif

Veiller à l'utilisation d'un régime efficace d'établissement des coûts contractuels au sein du Ministère, s'assurer de la qualité des opérations d'établissement des coûts en cette matière, appliquer des méthodes reconnues de détermination des coûts aux processus de négociation des contrats, ainsi que définir et administrer un programme de vérification des contrats.

#### Description

Cette sous-activité continue de considérer le Mémoire sur le calcul du prix de revient, MAS 1031, comme le document professionnel exposant les principes de détermination du prix de revient. La Direction s'assure qu'elle dispose des outils nécessaires pour obtenir, de fournisseurs déterminés, leurs états de comptabilité analytique, et obtient effectivement ces états. Elle veille à ce que les accords en matière de détermination du prix de revient soient utilisés de la façon appropriée et ce, afin que l'on puisse établir des prix justes et raisonnables pendant les négociations des prix contractuels. Elle présente et adopte un plan annuel de vérification des contrats afin de soutenir les opérations de négociation en cette matière et d'évaluer le bien-fondé des prix qui sont versés aux fournisseurs.

#### Etat récapitulatif des ressources

**Tableau 36 : Justification des ressources de la sous-activité**  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
1993-1994				1992-1993			
Dépenses	Recettes	Net	ETP	Dépenses	Recettes	Net	ETP
6 480	—	6 480	11	6 403	—	6 403	11
Prix contractuels et examen financier							

Description

Le Conseil reçoit et règle les demandes d'indemnisation et les requêtes ex gratia découlant de marchés conclus avec l'autorisation du ministre. L'acceptation des offres faites par le Conseil, tout comme le processus d'examen des demandes par le Conseil, sont laissés à la discrétion des fournisseurs.

Etat récapitulatif des ressources

Tableau 35 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Depenses	Recettes	Net	ETP	Depenses	Recettes	Net	ETP
<hr/>							
445	—	445	5	399	—	399	5
<hr/>							
Règlement des contrats							

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évaluée de la façon suivante :

- les demandes de moins de 50 000 \$ sont réglées dans un délai de 30 à 90 jours à partir de leur réception. Les demandes portant sur un montant supérieur seront réglées dans un délai de 30 à 180 jours;
- les règlements portant sur des cas de résiliation de contrats sont effectués dans un délai de 30 à 180 jours à partir de la réception des documents complets envoyés par le fournisseur. Dans les cas nécessitant une importante vérification des coûts, le règlement pourra être fait dans un délai allant de 180 à 360 jours;
- la consignation et la communication de l'expérience acquise par le Conseil au cours de ses activités.

2. Soutien du Programme
  - a) Sous-activité du Soutien à la prestation des services centraux et des services communs

**Objectif**

En tant que **service interne**, assurer les services de gestion et de soutien administratif nécessaires pour permettre la prestation de services centraux et de services communs aux régions.

**Description**

Cette sous-activité comprend les fonctions de soutien de gestion nécessaires au soutien de la prestation des services en région et, notamment, les services de gestion au niveau des directeurs, des gestionnaires et des chefs.

**État récapitulatif des ressources**

**Tableau 34 : Justification des ressources de la sous-activité**  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
1993-94				1992-93			
Dépenses	Recettes	Net	ETP	Dépenses	Recettes	Net	ETP
Soutien à la prestation des services centraux et des services communs							
19 392	—	19 392	399	26 818	—	26 818	394

**Données sur le rendement et justification des ressources**

La réussite de la prestation des services communs dans chaque région témoignera du succès remporté dans l'exercice de ces fonctions internes. Cette réussite pourra être mesurée à l'aide des indicateurs de rendement utilisés actuellement pour les services centraux et les services communs et sera étayée par une étude annuelle du marché des clients régionaux qui témoignera, en partie, du succès de chaque région dans la prestation des services aux clients.

**b) Sous-activité de Règlement des contrats**

**Objectif**

Constituer une entité administrative officielle et autonome capable de fournir en temps opportun des services non coûteux reposant sur un examen volontaire des demandes de règlement des différends opposant les fournisseurs à l'État. Cette sous-activité est également en mesure de rendre des décisions concernant des contrats qui ont été résiliés pour des raisons de commodité pour l'État.

e) Sous-activité de la Gestion du Programme

Objectif

Permettre une gestion ministérielle efficace.

Description

Fonctions de soutien de gestion et de gestion intermédiaire aux niveaux du Portefeuille, des cadres supérieurs et du Programme.

Tableau 33 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses		Prévisions	
1993-1994		1992-1993	
Dépenses	Recettes	Dépenses	Recettes
Net	ETP	Net	ETP
<hr/>			
Gestion du Programme	25 225	5 718	19 507
	214	41 191	3 054
		38 137	211

Données sur le rendement et justification des ressources

Le rendement est mesuré en fonction de l'efficacité de la gestion ministérielle traduite par la pertinence, le succès et la rentabilité du Programme.

**Vision 2000 :** Établi en 1989, le projet Vision 2000 a mis en lumière une nouvelle orientation qui a amené ASC à réexaminer les rapports qu'il entretenait avec ses clients et ses activités. Depuis son lancement, ASC a déployé beaucoup d'efforts et réalisé une somme considérable de travail. En réalité, c'est grâce à Vision 2000 que le Ministère a été en mesure de répondre rapidement et efficacement aux changements demandés par FP 2000 et de réduire les niveaux de ressources conformément à ce qui était demandé dans le budget fédéral de février 1992.

**Mission du Ministère.** Dans la foulée de Vision 2000, le Ministère a ensuite élaboré une mission, qui est exposée de façon plus détaillée (pages 15, 18).

En ce qui concerne la sous-activité de la gestion du Programme, le défi du prochain exercice sera de faire plus avec moins, en ce qui concerne tant les ressources humaines que les ressources financières. Dans un tel contexte, on a entrepris un examen des fonctions ministérielles exécutées à l'administration centrale qui se termine au printemps 1992. Le but de cet examen est d'améliorer l'efficacité des opérations et de veiller à l'établissement d'un équilibre approprié entre les services de l'administration centrale et ceux des régions.



## Accomplissements

**Formation.** Pour qu'ASC dispose des ressources humaines dont il aura besoin en raison de la réalisation d'importants projets en cours au sein du Ministère, il lui faut accorder une importance prépondérante à la formation et au perfectionnement. On a donc établi les principaux éléments d'un cadre de formation, ainsi que l'ordre dans lequel ces éléments doivent être concrétisés et ce, afin de répondre aux besoins prioritaires exprimés par le Ministère en matière de formation et de perfectionnement. Un plan général de formation et de perfectionnement sera intégré à la Stratégie des ressources humaines.

Au cours de 1992-1993, la sous-activité des Ressources humaines a identifié cinq domaines importants d'activité :

- une stratégie intégrée sur les ressources humaines;
- le cadre de formation et de perfectionnement;
- la réalisation du Programme sur les ressources humaines;
- le cadre des responsabilités en matière de ressources humaines;
- un plan concernant les professionnels en matière de ressources humaines.

De plus, une Stratégie des ressources humaines fut élaborée pour le Ministère. Cette stratégie définit clairement l'objectif liant les efforts de planification des ressources humaines aux besoins opérationnels.

Au cours de 1992-1993, douze initiatives ont été mises en œuvre dans le but de rationaliser les processus de dotation et la classification au sein d'ASC; ces initiatives se sont traduites par une diminution ou une élimination de la documentation qui était nécessaire pour réaliser certains processus relatifs au personnel. La stratégie énoncée les défis auxquels ASC fait face et décrit comment le Ministère aidera les employés à s'adapter aux changements tels que les nouveaux marchés, le service à la clientèle, la technologie, le processus «liberté d'action» et la réduction des effectifs. Les activités de rationalisation se poursuivront tout au long de 1993-1994.



d) Sous-activité des Ressources humaines

Objectif

Contribuer à une gestion des Ressources humaines qui soit juste, équitable et transparente, tout en contribuant à une gestion efficace et efficiente des ressources humaines au sein d'ASC.

Description

Cette sous-activité fournit des services de gestion du personnel aux gestionnaires et aux employés, ainsi qu'une orientation générale pour les stratégies ministérielles. Pour ce faire, cette sous-activité offre des services efficaces et efficaces en matière de ressources humaines, élabore des orientations stratégiques en prévision des besoins futurs et fournit le soutien nécessaire à la motivation des employés et aux initiatives visant leur perfectionnement.

Etat récapitulatif des ressources

Tableau 32 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses	Recettes	Net ETP	Dépenses	Recettes	Net ETP	Dépenses	Recettes
17 276	—	17 276	318	16 037	—	16 037	314
Ressources humaines							

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des indicateurs suivants :

- la prestation de services de dotation en personnel, de classification, de relations avec le personnel, de planification en matière de ressources humaines et de langues officielles, aux clients au sein d'ASC, et ce conformément à des niveaux de service négociés avec ces clients;
- le taux de placement des employés d'ASC au moyen du processus de réaménagement de l'effectif.

- l'élaboration et la mise en oeuvre de politiques et de systèmes de gestion les moins coûteux et les plus efficaces;
- l'établissement et l'attestation d'états financiers sans réserve.

### Accomplissements

Parmi les principales initiatives réalisées en 1991-1992 et 1992-1993, mentionnons :

- la mise en oeuvre, sous forme de projet pilote, d'un système expert sur les voyages ayant pour but de rendre le processus des déplacements plus efficace et moins exigeant pour les voyageurs; ce système consiste à fournir un soutien automatisé à la planification et à l'autorisation des déplacements, ainsi qu'au processus d'attribution des indemnités;
- la conception d'un prototype du système d'information d'Approvisionnement et Services;
- la restructuration financière du fonds renouvelable des Approvisionnements à l'aide d'un crédit de 181 millions de dollars;
- la planification et l'élaboration de stratégies visant à atteindre les objectifs de compression des dépenses;
- la réalisation d'un projet pilote de budget de fonctionnement au sein d'ASC et la mise en oeuvre, dans le réseau local du Ministère, d'un système plurianuel de suivi des niveaux de référence;
- l'élaboration et la mise en oeuvre d'un système de gestion salariale, qui résulte de la fusion du Système de rapports sur les années-personnes et du Système de gestion financière du Ministère;
- l'intégration de la partie III du Budget des dépenses au Rapport annuel d'ASC;

- la mise en oeuvre d'un système pilote d'autorisation électronique des paiements à l'aide d'un code d'identification personnel (CIP) pour approuver des débits par voie électronique; on élimine ainsi le processus de facturation et de règlement traditionnel pour les biens achetés dans les magasins libre-service d'ASC et dans les ateliers d'imprimerie du Groupe Communication Canada;
- l'élaboration d'un modèle intégré d'acquisition et de règlement par voie électronique;
- essai sur place du logiciel dans le cadre du projet de l'installation du Système financier ministériel commun (SFC) et de la transition d'ASC; la réalisation à 80 % du processus de mise en correspondance des données du Système de gestion financière et du SFC.

- le succès des exercices d'examen budgétaire et opérationnel;
  - le succès dans l'élaboration d'énoncés réelles aux propositions et stratégies de financement pour les projets prioritaires et stratégies du Ministère;
  - l'efficacité et l'efficacité des services financiers;
- L'efficacité globale de la gamme des services des Finances est mesurée en fonction des indicateurs suivants :

Données sur le rendement et justification des ressources

Finances	9 962	—	9 962	161	10 750	—	10 750	159
Dépenses	Recettes	Net	ETP	Dépenses	Recettes	Net	ETP	
Budget des dépenses				Prévisions				
1993-1994				1992-1993				

Tableau 31 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Etat récapitulatif des ressources

- La gamme de services des Finances met également en oeuvre, au sein d'ASC, la plupart des initiatives législatives et politiques touchant le cadre administratif de l'administration fédérale.
- participation à l'élaboration des plans et stratégies d'exploitation;
  - élaboration de politiques, de procédures et de systèmes financiers;
  - gestion des services comptables, de la planification et de l'analyse des ressources.
- La sous-activité des finances permet de contrôler et d'orienter les finances de la façon suivante :

Description

Fournir des services financiers appropriés, planifier et administrer les stratégies ministérielles de financement, élaborer et utiliser des politiques et des systèmes de soutien administratif en accord avec les systèmes d'affaires et attester des états financiers sans réserve.

Objectif

c) Sous-activité des Finances

## Accomplissements

Voici quelques-unes des réalisations du SPPM en 1991-1992 :

- a reçu environ 3 750 demandes de renseignements et évalué 47 demandes relatives à la Loi sur la protection des renseignements personnels. A préparé, à l'intention du ministre et du sous-ministre, 75 dossiers d'information au sujet d'environ 110 événements spéciaux;
- a coordonné la tenue de 25 rencontres du ministre et des cadres supérieurs, 13 rencontres du Comité de gestion du Ministère, 46 rencontres du Comité de gestion de l'administration centrale et deux conférences à l'intention des gestionnaires supérieurs;
- a préparé plus 2 500 pièces de correspondance signées par le ministre et le sous-ministre;
- la création de la Commission de révision des marchés publics (CRMP) dans le but de résoudre les plaintes formulées par les fournisseurs concernant les approvisionnements visés par l'Accord de libre-échange entre le Canada et les États-Unis. Environ 34 plaintes ont été traitées;
- a examiné 156 documents du Comité d'examen des acquisitions et 296 plans d'achats d'une valeur approximative de 7,4 milliards de dollars. La Direction générale a également évalué 225 propositions de contrats représentant plus de 4,4 milliards de dollars et 161 sommaires de contrats d'une valeur totale de 970,1 millions de dollars;
- a fourni des services de soutien analytique au Bureau des négociations commerciales multilatérales dans le cadre des négociations du Code des marchés publics (GATT); au Bureau des négociations sur le libre-échange nord-américain (ALENA); à l'industrie, Sciences et Technologie Canada (ISTC) relativement à la conception d'un mécanisme de règlement des litiges faisant appel à une tierce partie en vertu de l'Accord relatif aux marchés publics; au ministère de la Défense nationale (MDN); à l'ISTC et à d'autres ministères relativement à des questions concernant l'état de préparation de l'industrie /l'avenir; document ministériel sur les orientations stratégiques d'ASC pour les cinq prochaines années; négocié un cadre révisé de planification opérationnelle et établi un ensemble d'indicateurs de rendement pour le Ministère;
- a réalisé plus de 1 600 projets de communications et a contribué à l'intégration des communications et de la planification ministérielle pendant le lancement de la publication *Hegard sur l'avenir*.

b) Sous-activité de la Politique et de la planification ministérielles

Objectif

Fournir au ministre, au sous-ministre et aux cadres supérieurs des conseils de qualité concernant les questions ministérielles et ce, en temps opportun.

Description

Cette sous-activité correspond à une fonction d'analyse stratégique qui comprend notamment la recherche de statistiques, la planification d'urgence, une fonction d'examen de la gestion axée sur la vérification interne, l'évaluation et l'assurance de la qualité des contrats, une fonction de communications internes et externes, ainsi que les fonctions de la Secrétaire générale.

Etat récapitulatif des ressources

Tableau 30 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net		ETP		Net		ETP	
Politique et planification ministérielles				12 047	—	12 047	167
				10 942	—	10 942	165

Données sur le rendement et justification des ressources

Le rendement est mesuré à l'aide des facteurs suivants :

- le degré de satisfaction du client à l'égard des services reçus;
- le pourcentage des mesures (demandes, demandes de renseignements, correspondance, plaintes) traitées dans les délais fixés;
- l'à-propos des recommandations, des résultats obtenus et des analyses fournies à la haute direction.



## Données sur le rendement et justification des ressources

Le rendement est évalué en fonction des indicateurs suivants :

- le bien-être des employés : la rapidité de la mise en oeuvre des besoins reconnus dans l'évaluation portant sur un bureau;
- les achats : la satisfaction de la clientèle en rapport avec la rapidité, le coût et la qualité du service;
- l'information : la satisfaction de la clientèle par rapport à l'opportunité, l'accessibilité et la sécurité des données;
- les Centres de service administratif : la satisfaction de la clientèle quant aux services fournis par les centres.

## Accomplissements

Le Ministère s'efforce continuellement de trouver d'autres moyens d'améliorer les services administratifs fournis pour soutenir les besoins internes et les services communs qu'il offre aux clients de l'extérieur. FP 2000 et la Mission du ministère ont contribué à renforcer ces efforts (pages 18, 32). Ces initiatives ont entraîné la mise en oeuvre d'améliorations dans les domaines de la gestion des immobilisations à long terme, des stratégies de financement pluriannuelles, des rapports sur les portefeuilles, des gammes de services, des centres de responsabilité et de la rationalisation de l'administration.

Les principales réalisations en 1991-1992 incluent :

- la mise en oeuvre d'un Plan de gestion à long terme des immobilisations qui s'est traduite par l'approbation de la totalité du financement concernant la restructuration périodique des immobilisations;
- en raison du succès du projet pilote d'inventaire portant sur le Programme de gestion des renseignements détenus par le gouvernement, on a entrepris de dresser l'inventaire des renseignements détenus par le Ministère et l'on prévoit poursuivre cette activité jusqu'à l'exercice 1994-1995;
- en raison de la transformation des outils en fonction d'un nouveau système, 25 formules sur support électronique ont été programmées et distribuées à 120 utilisateurs à travers le Ministère;

- des services furent fournis aux ministres fédéraux incluant l'élaboration d'une documentation rassemblée sous forme de guide dont les utilisateurs peuvent se servir dans leurs activités concernant l'adoption de politiques, de procédures, de services, ainsi que les services offerts en vertu du Programme des bureaux régionaux des ministres (BRM); mentionnons également l'ouverture de bureaux régionaux ministériels dans les régions de Saskatoon et de Halifax.

Budget des dépenses						Prévisions		
1993-1994						1992-1993		
Dépenses			Recettes			Dépenses		
Net			Net			Recettes		
ETP			ETP			Net		
Administration			—			—		
15 326			15 326			80 726		
163			165			80 726		

Tableau 29 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

État récapitulatif des ressources

La sous-activité de l'Administration est en mesure de fournir une compétence fonctionnelle et un soutien de gestion générale dans les domaines des locaux, des immobilisations, du matériel, de la gestion des renseignements détenus par le Ministère, ainsi que des services de soutien à diverses fonctions administratives, dont le soutien administratif spécialisé (en région) offert aux ministres fédéraux. Cette sous-activité administre également, pour le compte de l'administration fédérale, les activités de publicité et de sondage sur l'opinion publique.

Description

- de l'amélioration de la protection de l'environnement.
  - de l'accès à l'information nécessaire au soutien des programmes ministériels;
  - de l'acquisition en temps opportun de biens et de services rentables permettant de soutenir les programmes ministériels;
  - du bien-être des employés d'ASC en ce qui concerne leur milieu de travail.
- Fournir les services administratifs nécessaires au soutien :

Objectif

1. Administration du Programme
- a) Sous-activité de l'Administration

•	Transfert du Régime des avantages sociaux des employés au Conseil du Trésor	(2.0)
•	Réallocation des compressions budgétaires du 2 décembre 1992	3.7
•	Réaffectation des gammes de services	(5.7)
•	Autres	(7.8)
	Diminution nette	<u>(89.7)</u>

Etat récapitulatif des ressources

Tableau 28 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net		Net		Net		Net	
ETP		ETP		ETP		ETP	

Administration du Programme :							
Administration	15 326	—	15 326	165	80 726	—	163
Politique et planification ministérielle	12 047	—	12 047	167	10 942	—	165
Finances	9 962	—	9 962	161	10 750	—	159
Ressources humaines	17 276	—	17 276	318	16 037	—	314
Gestion du Programme	25 225	5 718	19 507	214	41 191	3 054	211
Soutien du Programme :							
Soutien à la prestation des services communs	19 392	—	19 392	399	26 818	—	394
Règlement de contrats	445	—	445	5	399	—	5
Prix contractuels et examen financier	6 480	—	6 480	11	6 403	—	11
Sécurité	6 875	—	6 875	80	6 813	—	79
Total	113 028	5 718	107 310	1 520	200 079	3 054	1 501

Explication de l'écart : Le Budget des dépenses de 1993-1994 est inférieur de 89,7 millions de dollars aux prévisions de 1992-1993 et est attribuable aux facteurs suivants :

(en millions de dollars)

- Contributions au Régime des avantages sociaux des employés (18,1)
- Ajustement du revenu net (3,4)
- Stratégie de communication pour soutenir les initiatives gouvernementales (63,3)
- Plan d'investissement à long terme des immobilisations 1,3
- Prime — Budget de fonctionnement 1,6
- Coûts salariaux supérieurs pour le Ministère 4,0

**B. Activité du Soutien et de l'administration du Programme**

**Description**

Cette activité comprend deux catégories : l'administration du Programme (divers services fonctionnels soutenant le Programme d'Approvisionnement et Services) et le soutien du Programme (plusieurs fonctions soutenant indirectement divers services centraux et services communs).

**L'Administration du Programme comprend :**

- l'administration;
- la politique et la planification ministérielles;
- les finances;
- les ressources humaines;
- la gestion du Programme.

**Le Soutien du Programme comprend:**

- le soutien à la prestation des services centraux et des services communs;
- le règlement des contrats;
- les prix contractuels et l'examen financier;
- la sécurité.



En 1991-1992, le total des ventes d'articles stockés a été de 104,3 millions de dollars, soit une baisse de 9 millions de dollars par rapport à l'exercice précédent. Cette baisse s'explique par les initiatives de restrictions imposées par l'administration fédérale. La marge brute de 35,8 millions de dollars a dépassé de 1,3 million de dollars celle de l'exercice précédent. Plus de 200 nouveaux articles ont été introduits en 1991-1992. Le Système d'AAS continue d'introduire des produits écologiques.

À la suite de l'examen de la gamme de service des Approvisionnementnements en articles stockés et en raison du déclin des ventes constaté au cours des trois dernières années, un processus de renouvellement des affaires a été mis en branle au cours du troisième trimestre de 1991-1992. Au mois de mars 1992, le nouveau conseil de gestion de l'AAS a approuvé de nouveaux modèles d'affaires ainsi que les systèmes d'information et les propositions de gestion de la qualité nécessaires à leur mise en oeuvre.

Les nouveaux systèmes d'information permettant de soutenir les modèles d'affaires et les processus proposés seront mis en oeuvre au cours des troisième et quatrième trimestres de 1992-1993. Ceux-ci seront entièrement fonctionnels à partir du 1<sup>er</sup> avril 1993. À l'heure actuelle, on travaille simultanément à la mise en oeuvre d'améliorations tenant à la logistique physique ainsi qu'à d'autres initiatives portant sur l'amélioration du service à la clientèle. Tel que demandé, une gamme de produits plus vaste, le choix entre des produits de meilleure qualité ainsi que des normes de service et de distribution améliorées furent offerts et ce, à des prix réduits de 6 % par rapport à ceux de l'exercice 1991-1992.

(h) Sous-activité de l'Approvisionnement en articles stockés

Objectif

Offrir à l'administration fédérale une méthode d'approvisionnement efficace et efficiente portant sur une vaste gamme d'achats courants.

Description

Grâce au système d'approvisionnement en articles stockés (AAS), les ministères, les organismes fédéraux et les clients approuvés ont accès à une gamme complète de plus de 3 800 produits commerciaux et d'articles propres à l'administration fédérale qui sont commandés de façon répétitive et dans de brefs délais. Ces articles comprennent des fournitures de bureau, des meubles, des formules, des articles de sécurité spéciaux, des produits électriques, des produits d'emballage et des produits pharmaceutiques. Les biens sont distribués par trois centres de distribution, 17 magasins libre-service et un magasin principal. En outre, le système d'approvisionnement en articles stockés offre un service de garde de biens appartenant à d'autres ministères et organismes fédéraux dans différentes régions du Canada.

Etat récapitulatif des ressources

Tableau 27 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net		ETP		Net		ETP	
115 212	114 522	690	258	110 343	111 468	(1 125)	258
articles stockés - FRSF				Approvisionnement en			

Données sur le rendement et justification des ressources

**Indicateurs de rendement :** 90 % des commandes du système d'approvisionnement en articles stockés sont remplies sans qu'il n'y ait aucun retardé de commandes (1991-1992 : 87,5 %; et 97 % des articles stockés disponibles dans les magasins libre-service sont en tout temps à la disposition des clients (1991-1992 : 96,3 %).

- ramassage d'urgence dans un délai de 48 heures;
- atteinte des normes de rendement financier fixées.

## Accomplissements

Parmi les activités de l'exercice 1991-1992, mentionnons :

- des ventes s'élevant à 29,2 millions de dollars, soit une diminution de 12 % par rapport à l'année précédente; l'attribution aux clients de remises s'élevant à 18,9 millions de dollars, en comparaison de 6,3 millions de dollars pour l'année précédente. En outre, 22 354 rapports de surplus ont été reçus, 4 290 ventes ont été effectuées, 18 582 factures ont été émises (sans compter les milliers de reçus émis lors des ventes au comptant sans livraison);

- en réponse au Livre blanc FP 2000, la mise en oeuvre, le 1<sup>er</sup> avril 1991, d'un programme des remises d'encouragement révisé, a permis de remettre aux clients la valeur nette du matériel déclaré excédentaire, à l'exception des biens saisis;

- la poursuite de la mise en oeuvre du programme amélioré d'épargne-papier dans la RCN comprend la distribution de paniers bleus servant à ramasser le papier recyclable dont on fait la collecte une fois la semaine. Au 30 septembre 1992, le programme avait été mis en oeuvre dans 149 immeubles, soit dans 78 800 postes de travail.

Le **Programme des remises d'encouragement** est un programme mis en oeuvre par le groupe de la Distribution des biens de la Couronne afin d'inciter les ministères à déclarer leurs biens excédentaires. À l'origine, en vertu de ce programme, une remise de 30 % sur les produits nets de la vente de leurs biens était accordée aux ministères. Au mois d'avril 1991, la remise a été augmentée à 100 %. À l'heure actuelle, les clients reçoivent 100 % des recettes de vente de leurs biens, moins les coûts et les commissions (à l'exception des biens saisis). Une loi a été déposée au Parlement dans le but de modifier la Loi sur les biens de surplus de la Couronne afin que ce service d'ASC devienne facultatif.

g) Sous-activité de la Distribution des biens de la Couronne

Objectif

Exploiter un service autonome permettant d'aliéner les biens excédentaires de l'administration fédérale et de fournir un service de qualité aux clients tout en obtenant la meilleure valeur pour l'État.

Description

La sous-activité de la Distribution des biens de la Couronne (DBC) fournit des services d'aliénation des biens excédentaires désignés par tous les ministères et organismes fédéraux, ayant comme objectif un service de qualité aux clients tout en obtenant la meilleure valeur pour l'État, à l'exception des organismes investis d'un tel pouvoir d'aliénation en vertu d'une autre loi ou des organismes qui mènent des projets pilotes. Les méthodes d'aliénation vont de la vente des biens au moyen d'appels d'offres, de vente au comptant sans livraison, d'offre publique, de vente au détail et de vente aux enchères, à la cession, à la vente avec reprise, aux dons, à la location, au prêt et à la mise au rebut pure et simple. Le service est offert principalement par huit bureaux régionaux et par un bureau provisoire en Allemagne, qui administre l'aliénation des biens entraînée par la fermeture des bases des Forces canadiennes dans ce pays. En outre, un petit groupe de l'administration centrale s'acquitte de fonctions touchant principalement la gestion de la gamme de services.

État récapitulatif des ressources

Tableau 26 : Justification des ressources de la sous-activité

(en milliers de dollars et en équivalents temps plein)

Budget des dépenses						Prévisions					
1993-1994						1992-1993					
Dépenses						Dépenses					
Recettes						Recettes					
Net ETP						Net ETP					
Distribution des biens de la Couronne - FRSF											
10 268	8 672	1 596	82	9 749	8 423	1 326	83				

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des normes suivantes vérifiées de façon permanente :

- 85 % des biens sont vendus dans les 90 jours suivant la réception du rapport de surplus;
- ramassage, dans un délai de 10 jours, des biens situés dans un rayon de 50 km de l'entrepôt du CDBC;

- l'analyse des coûts de transports de 900 contrats visant des achats d'ASC d'une valeur globale de 235 millions de dollars.
  - l'achat d'autres services de transport et de services connexes pour une valeur de 17 millions de dollars;
  - le traitement de 161 envois de biens outre-mer pour une valeur globale de 88 millions de dollars;
  - le traitement de 261 076 connaissements d'une valeur globale de 19 millions de dollars;
  - le traitement de 4 391 déménagements de biens personnels d'employés et l'assurance connexe, soit une valeur de 25 millions de dollars;
  - le traitement de 254 521 réservations de voyages d'affaires d'une valeur totale de 180 millions de dollars;
- Au mois de février 1992, le Ministère a attribué un contrat au Groupe Voyage Rider pour la fourniture d'un nouveau service de voyages gouvernemental jusqu'au 31 mai 1995. La mise en oeuvre de ce nouveau service a été faite progressivement, d'abord avec un premier groupe de ministères le 1<sup>er</sup> mars 1992, puis avec un second et un troisième groupe le 1<sup>er</sup> mai et le 1<sup>er</sup> juillet. Parmi les services de transport fournis au cours de 1991-1992, mentionnons :

## Accomplissements

examiner les aspects politiques et administratifs de cette question.

déployé beaucoup d'efforts pour réaliser une étude sur l'administration des transports et pour la modification de certains règlements, politiques et procédures. De même, le Ministère a administratives, en faisant un plus grand usage de moyens électroniques et en recommandant l'administration fédérale. On obtiendra une telle amélioration en simplifiant les procédures l'examen de différentes méthodes susceptibles d'améliorer l'administration des transports dans Bureau du contrôleur général et le Secrétariat du Conseil du Trésor avec lesquels il participe à réduits, de remboursements ou de rajustements. ASC travaille en étroite collaboration avec le calculée en économies ou en réductions de coûts consécutives à la négociation de tarifs fonctions décrites ci-dessus, ces indicateurs servent à indiquer la valeur ajoutée par ASC.

**Économies / Éparages :** Économies récurrentes et non récurrentes : pour chacune des

## Valeur ajoutée

- déménagements : le nombre de rapports non satisfaisants par 100 déplacements.
- négociation de contrats de transport : performance en comparaison des dates de départ négociées par ASC et le client;



Etat récapitulatif des ressources

Tableau 24 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net ETP				Net ETP			
		2 502	—	2 292	—	2 292	47
Gestion des transports		41 100	41 100	41 100	41 100	—	—
Gestion des transports - FR/SF		—	—	—	—	—	—

Tableau 25 : Etat récapitulatif du volume des affaires

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Données				Données réelles 1991-1992			
Nombre de billets				255 000	280 000	254 521	
Nombre de déménagements				3 800	4 300	4 391	
Nombre de connaissements				260 000	260 000	261 076	
Nombre d'envois outre-mer				150	150	161	

Données sur le rendement et justification des ressources

**Restructuration financière** : Au cours de l'exercice 1992-1993, on a modifié le mode de financement de la sous-activité de la gestion des transports afin d'augmenter l'efficacité des services fournis. En effet, cette sous-activité est maintenant financée au moyen d'un crédit annuel avec le coût des produits financé par le Fonds renouvelable des services facultatifs.

**Indicateurs de rendement** : Le nombre d'envois, de billets, de déménagements et de connaissements par rapport aux ressources humaines.

**Mesure de l'efficacité** : Les méthodes employées donnent une indication de la qualité des services de gestion des transports fournis et témoignent des réalisations en fonction des besoins réels des clients et des engagements d'ASC; elles incluent :

- transport outre-mer : les résultats par rapport à la date d'échéance fixée, ainsi que les envois par navires de ligne qui n'ont pas fait l'objet de demandes de repérage ou de demande de remboursement;

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations, d'études spéciales et d'évaluations des services fournis aux clients en fonction des calendriers établis, des niveaux de services et des protocoles d'ententes convenus et en tenant compte de la rétroaction des clients grâce à des communications constantes.

**Système ministériel de gestion du personnel (SGPM)** - Les améliorations apportées au SGPM en feront un système complet de gestion des données sur le personnel qui fonctionnera en compatibilité avec le Système de rémunération de la fonction publique (SRFP) et qui comprendra toutes les fonctions de soutien de l'information sur le personnel du Ministère. Le SGPM disposera d'une liaison technique entre les différentes applications et sera décentralisé dans les régions. On espère que toutes les applications pourront être mises en oeuvre par les clients d'ici 1993-1994. À partir de l'exercice 1993-1994, ASC déterminera les liaisons techniques nécessaires entre le SGPM et le nouveau SRFP.

Le projet de **Stratégie d'information financière (SIF)** comprend les deux éléments suivants :

- le **Système financier ministériel commun (SFM)**, qui en est à l'étape de la construction du système et dont la mise en oeuvre est prévue pour le mois d'avril 1994. Un projet pilote visant l'accès au système et à la production de rapports doit commencer au mois d'avril 1993. La mise en oeuvre d'un projet pilote complet chez un client est prévue pour le mois d'octobre 1993;
- Le **Système central de gestion et de rapports financiers (SCGRF)** en est à l'étape de l'élaboration de l'architecture du système. Sa mise en oeuvre est prévue pour le mois d'avril 1995.

f) Sous-activité de la Gestion des transports

Objectif

Fournir des services efficaces et efficaces en matière de gestion des transports afin de répondre aux besoins des clients.

Description

Cette sous-activité permet de fournir des services se rapportant au démenagement de personnes ou de biens à l'intérieur et à l'extérieur du pays pour le compte des ministères et des organismes de l'administration fédérale. Ces services comprennent notamment la Section du transport outre-mer, le Service des voyages du gouvernement, le Service central de transport des marchandises, le Service de gestion des voyages du gouvernement, le Service central de démenagement et les services des assurances, ainsi que les Services de conseils en transports et de négociation des contrats.

e) Sous-activité des Services de soutien de l'information de gestion

Objectif

Élaborer et fournir des services facultatifs rentables en matière de personnel et de finances qui répondent aux besoins des ministères et qui soient parfaitement intégrés aux systèmes centraux utilisés pour la rémunération, la comptabilité centrale et les paiements exploités par ASC pour desservir tous les ministères de l'administration fédérale.

Description

Cette sous-activité permet de fournir une vaste gamme de services et de systèmes facultatifs en matière de personnel et de finances qui se rattachent aux systèmes communs exploités par ASC dans les domaines de la rémunération, des paiements et de la comptabilité centrale. Tous ces services contribuent au soutien des fonctions administratives des ministères. Les frais d'exploitation relatifs à la prestation de la plupart de ces services font l'objet d'un recouvrement auprès des ministères clients.

État récapitulatif des ressources

Tableau 22 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
1993-1994				1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net ETP				Net ETP			

- **Le Projet de systèmes d'atterrissage à micro-ondes (PSAM)**, conçu dans le but de fournir aux aéroports canadiens des systèmes d'atterrissage à micro-ondes. La phase I de ce projet devrait coûter plus de 100 millions de dollars;

- **Le Projet d'automatisation du système canadien de la circulation aérienne (ASCCA)**, d'une durée de six ans, est évalué à 376,6 millions de dollars. Ce contrat porte sur l'approvisionnement, la conception, l'intégration, l'installation et l'essai d'un système automatisé de la circulation aérienne dans sept centres de contrôle et sur l'installation d'environ 70 tours de contrôle à travers le Canada. Ce projet doit entraîner des retombées industrielles et régionales.

• **Projet de la station spatiale.** Le Projet de la station spatiale de l'Agence spatiale canadienne prévoit la collaboration du Canada et de la National Aeronautics and Space Administration (NASA) des États-Unis afin d'élaborer et d'exploiter une station spatiale internationale. Le Canada fournit des systèmes, notamment un centre d'entretien mobile et un télémanipulateur à usage déterminé. Le projet comprend également la réalisation d'expériences à bord de la station spatiale dans le cadre du Programme d'élargissement de la clientèle et du Programme de développement de technologies stratégiques en automatisation et en robotique. Au cours de 1991-1992, des contrats d'une valeur approximative de 7 millions de dollars ont été attribués relativement à ce projet.

• **RADARSAT.** La firme Spar Aérospatiale Limitée, de Sainte-Anne-de-Bellevue, travaille à l'élaboration d'un satellite de télédétection comprenant un secteur terrain et spatial pour le compte de l'Agence spatiale canadienne. Le projet RADARSAT, évalué à 415 millions de dollars et dont la réalisation doit s'échelonner sur une période de 10 ans, a reçu la sanction du Cabinet. Ce programme international dirigé par le Canada porte sur la conception, l'élaboration et l'exploitation du premier satellite d'observation de la terre. Le Canada élaborera le détecteur radar principal et procédera à l'intégration et à l'essai du satellite. Au cours de l'exercice 1991-1992, des contrats d'une valeur de 250 millions de dollars ont été attribués.

## • Remaniement des programmes de la sécurité du revenu (PSR)

Ce projet porte sur la restructuration du service d'exécution des programmes de la sécurité du revenu, c'est-à-dire le Régime de pensions du Canada et la Sécurité de la vieillesse. Ce projet comprend la planification, la définition, l'élaboration et la mise en oeuvre d'un nouveau service intégré de prestation des services grâce auquel la Direction des programmes de la sécurité du revenu pourra se tourner vers l'avenir. Le projet comprend deux étapes : la première qui consiste en la recherche de partenaires (1991-1994) et la seconde, soit la mise en oeuvre proprement dite (1994-1997), pour une valeur totale de 258 millions de dollars.



- Le contenu canadien et les retombées industrielles découlant du projet PRMCT correspondront au prix qui avait été indiqué au contrat, c'est-à-dire 919 millions de dollars (actualisation de 1984), ou peut-être même dépasseront ce prix. Ce projet entraînera la création d'au moins 11 403 équivalents temps plein visant des emplois spécialisés et ce, dans diverses régions du Canada.
- Projet du nouvel aéronef embarqué (NAE)**

Ce projet est mis en oeuvre par le ministère de la Défense nationale dans le but de remplacer son parc vieillissant d'hélicoptères Sea King par des hélicoptères plus modernes. La valeur totale du projet se chiffre à environ 4,4 milliards de dollars et la fin de sa réalisation est prévue pour l'an 2003. La principale composante de ce contrat pour l'acquisition de 50 aéronefs a été accordé en octobre 1992 à EHI(London) et à Paramax pour une valeur de 2,8 milliards de dollars.
- Projet de l'hélicoptère de transport tactique polyvalent des Forces canadiennes (HUTTC)**

La signature officielle du projet de l'hélicoptère de transport tactique polyvalent (HUTTC), qui correspond à un besoin exprimé par le MDN concernant l'acquisition de 100 hélicoptères, d'une valeur totale de 754,1 millions de dollars, a eu lieu le 16 septembre 1992. L'entrepreneur principal, Textron Canada Limited, Division Bell Helicopter Textron, est soutenu par deux principaux sous-traitants, soit la Compagnie Marconi Canada et CAE Limited.

Le projet HUTTC est désigné par l'appellation globale CH-146. Ce projet vise le remplacement de trois parcs vieillissant, soit le CH-118 Inouk, le CH-135 Twin Huey et le CH-136 Kiowa. Les HUTTC seront utilisés à trois fins : pour des équipes d'intervention en cas d'urgences spéciales, des opérations de recherche et de sauvetage à la base et à l'intérieur du pays, ainsi que pour les besoins de transport tactique. La livraison du premier hélicoptère du projet HUTTC est prévue pour le mois d'août 1994 et celle du dernier aéronef, pour le mois de janvier 1998.
- Projet de modernisation des systèmes de l'espace aérien canadien (PMEAC)**

Ce projet comprend l'intégration, la modernisation et l'amélioration des systèmes, des installations et de l'équipement employés pour fournir des services de circulation aérienne aux aviateurs commerciaux, militaires et privés, dans tout le Canada, jusqu'à l'an 2000. L'ensemble du projet devrait coûter quelque 5 milliards de dollars. La réalisation de ce projet entraînera, notamment, la mise en oeuvre de GPE tels que :

  - **Le Projet de la modernisation des radars (PMR)**, qui a été conçu dans le but de remplacer et de moderniser tous les systèmes de radar primaires et secondaires utilisés pour assurer le contrôle de la circulation aérienne en route et aux aéroports;



## Données sur le rendement et justification des ressources

**Restructuration financière** : Au cours de 1992-1993, on a modifié le régime d'exploitation de la sous-activité des Grands projets de l'État; en effet, celle-ci est maintenant exploitée en fonction de la méthode du crédit net. ASC continue d'imputer les coûts différentiels de ces services et aucun transfert à partir des niveaux de référence des clients tenus de recourir à ces services n'est demandé pour assumer les frais généraux. Les méthodes actuelles de gestion permettent de veiller à ce que les données concernant l'efficacité et les coûts (résultats, coûts, temps, qualité et valeur ajoutée) soient déterminées de façon appropriée et qu'elles fassent l'objet d'une évaluation en fonction des normes et des indicateurs spécifiés dans le protocole d'entente officiellement ratifié par ASC et le client.

Pour ce qui est du rendement des grands projets de l'État, celui-ci fera l'objet d'un rapport descriptif, les écarts exceptionnels et les progrès étant signalés le cas échéant; quant au contenu et à la fréquence du rapport, ils seront dictés par les caractéristiques inhérentes de chaque grand projet de l'État. Le rapport comprendra également des données "totales" faisant état du nombre total de projets réalisés à temps ou en retard et du nombre total de projets réalisés en deçà ou au-dessus des limites budgétaires prescrites. On vérifiera périodiquement si le niveau des indicateurs de service et les résultats indiqués dans le rapport annuel sont appropriés. Les extraits suivants soulignent quelques Grands projets de l'État présentement en cours à ASC.

- **Programme de la frégate canadienne de patrouille (FCP)**

Ce Programme est évalué à plus de 6 milliards de dollars et comprend la conception, la construction et la livraison de 12 nouvelles frégates de patrouille à la marine canadienne. L'entrepreneur principal est la Saint John Shipbuilding Ltd. La firme Les systèmes électroniques Paramax Inc. de Montréal, exécuta en sous-traitance un contrat portant sur les systèmes de combat. La première frégate, NCSM Halifax, a été livrée à la marine au mois de juin 1991. La seconde, NCSM Vancouver, a été livrée au mois de septembre 1992.

Trois des frégates sont constituées en sous-traitance par la firme Marine Industries Ltée, de Québec. Les autres frégates sont constituées au Nouveau-Brunswick. Le chantier maritime Saint John Shipbuilding Ltd. emploie actuellement 2 167 travailleurs rémunérés à un taux horaire. Quant au chantier de Marine Industries Ltée, il emploie 1 087 travailleurs rémunérés au taux horaire pour la construction des frégates.

- **Projet de modernisation des navires de la classe Tribal (PRMCT)**

Ce projet porte sur la révision et la modernisation de quatre destroyers de la classe DDH280 et comprend notamment la mise à jour du système de combat et la modernisation des systèmes de propulsion et des systèmes auxiliaires. Ce projet, évalué à 1,2 milliard de dollars, est d'une très grande complexité en raison de la combinaison des travaux de carénage, de modifications techniques, de modernisation et de réalisation de composantes autonomes. Le contrat a été attribué à la firme Litton Systems Canada Ltd., de Toronto, au mois de mai 1986. La firme MIL Davie Inc., de Lauzon (Québec), a été choisie pour effectuer, comme sous-traitant de la firme Litton, le travail en chantier naval.

d) Sous-activité des Grands projets de l'Etat

Objectif

Réaliser les Grands projets de l'Etat (GPE) à temps et dans les limites budgétaires prescrites.

Description

Cette sous-activité comprend toutes les fonctions relatives aux Grands projets de l'Etat. Les responsabilités s'y rapportant peuvent être définies de façon plus détaillée par des mémoires de projets, des protocoles d'entente interministériels et des directives émanant du Cabinet. Cette gamme de services veille au respect des objectifs en matière de temps, d'argent et de rendement de façon à répondre aux besoins des clients. À ASC, on compte 33 GPE qui sont rendus à divers stades de réalisation. Un projet reçoit la classification de GPE une fois que le Conseil du Trésor en a analysé le risque et l'importance.

Etat récapitulatif des ressources

Tableau 20 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
1993-1994				1992-1993			
Dépenses		Recettes		Dépenses		Recettes	
Net		ETP		Net		ETP	
24 011		28 079		23 254		27 790	
(4 068)		340		(4 536)		336	
Grands projets de l'Etat							

Tableau 21 : Etat récapitulatif du volume des affaires  
(en millions de dollars)

Budget des dépenses		Prévisions		Données réelles	
1993-1994		1992-1993		1991-1992	
1 522		5 939		2 212	
Valeur des contrats					

- élaborer, mettre en oeuvre et mettre à jour les systèmes et les bases de données nécessaires à la gestion de l'information;
- fournir, exploiter et assurer la mise à jour d'installations de technologie de l'information et de télécommunications;
- fournir des conseils et des directives concernant les technologies de l'information et les services de soutien technique;
- élaborer des stratégies visant l'amélioration des capacités du Ministère en matière de gestion de l'information;
- fournir un milieu sûr et structuré permettant la gestion de l'information du Ministère.

#### Principaux engagements :

Grâce au **Projet de la technologie dans les régions**, les bureaux régionaux d'ASC seront équipés de la technologie moderne de la décennie 1990 et l'on procédera à un regroupement des ateliers d'imprimerie. Le projet se présente sous la forme de certains sous-projets qui visent le remplacement des ordinateurs DPS6, le regroupement des ateliers d'imprimerie et l'amélioration des opérations de production. Le remplacement des ordinateurs DPS6 comprend l'installation de réseaux locaux (RL) pour la production (imprimerie) et les services d'applications (systèmes d'entrée des données et de traitement par lots). Le nombre des ateliers d'imprimerie est passé de 18 à 11 et le remplacement des ordinateurs DPS6 a été terminé le dernier trimestre de 1992-1993.

#### Accomplissements

- mesure de l'ampleur de l'utilisation des services communs au sein de l'administration fédérale;
- mesure des gains réalisés en matière de productivité et de qualité qui pourraient être attribuables au déploiement de la technologie tant au sein d'ASC que de l'ensemble de l'administration fédérale.

Description	Tableau 19 : Justification des ressources de la sous-activité (en milliers de dollars et en équivalents temps plein)							
Description	État récapitulatif des ressources							
	Dépenses	Recettes	Net	ETP	Dépenses	Recettes	Net	ETP
La gamme des services de Gestion de l'information (GI) assure le développement de systèmes et de bases de données servant au soutien des services communs, ainsi que des services communs de gestion de l'information portant, par exemple, sur l'administration de données et de bases de données, ainsi que des services de télécommunications sur lesquels repose l'automatisation des services administratifs de l'administration fédérale. Cette gamme de services vise également la technologie de l'information (TI) et les services de télécommunication, l'exploitation et la maintenance relatives aux gammes de services d'ASC, l'élaboration d'une stratégie visant à ce que le Ministère dispose des possibilités en matière de GI qui lui permettront de soutenir les services centraux et les services communs qu'il offre, ainsi que les services d'administration interne, et l'établissement d'un centre d'expertise visant à faciliter l'élaboration de stratégies en matière de GI et de TI dans toute l'administration fédérale.								

Gestion de l'information								
—	103 470	—	103 470	1 133	102 673	—	102 673	1 119

**Données sur le rendement et justification des ressources**

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des indicateurs suivants :

- développement et mise en oeuvre efficaces des applications en réponse aux projets des gammes de services;
- exploitation et gestion des installations matérielles de GI en fonction des plans opérationnels et des niveaux de services spécifiés dans les ententes conclues entre le SGI et les clients;
- progression vers la réalisation des orientations stratégiques établies dans le Plan de gestion de l'information d'Approvisionnement et Services Canada;



**Code d'identification de dossier personnel (Remplacement du NAS).** Au mois de juin 1988, l'administration fédérale annonçait sa décision de limiter l'usage du NAS des employés des ministères et des organismes fédéraux à des fins régies par la loi (administration de l'impôt, programmes d'avantages sociaux et autres lois fédérales). En réponse à cette décision, un nouveau Code d'identification de dossier personnel (CIDP) a été instauré. Chez les clients, le processus débutera en mai 1993 pour se terminer en juin 1994.

Au cours de 1992-1993, on a poursuivi les travaux afin de modifier les systèmes exploités à l'échelle de l'administration fédérale (système régional de la paye, systèmes des pensions, systèmes des finances, systèmes en matière de personnel, ainsi que les procédures qui s'y rapportent) afin de permettre l'utilisation du CIDP au lieu du NAS. Pour certains cas qui auront fait l'objet d'une approbation, le NAS continuera d'être utilisé; ce sera le cas, par exemple des feuilles T4 émis par Revenu Canada - Impôt, des Obligations d'épargne du Canada, etc. Un nouveau système, le Fichier central, a été mis en oeuvre afin d'administrer l'attribution des CIDP à chaque employé. La création d'un fichier des numéros de référence des organismes de remise pour l'attribution et la gestion des nouveaux Numéros individuels d'organisme (NIO) et la modification des systèmes exploités à l'échelle de l'administration fédérale se feront progressivement. On commencera par les agents négociateurs.

#### FP 2000 - Rémunération et avantages sociaux : L'administration des avantages

sociaux (Régime des soins de santé de la fonction publique (RSSFP), Régime d'assurance pour les cadres de gestion de la fonction publique (RACGFP), et Régime de soins dentaires) fait appel à un nouveau principe administratif, la souplesse. À l'heure actuelle, il est probable que ce principe ne puisse être appliqué qu'aux employés de la catégorie de gestion. Si le principe est effectivement mis en oeuvre, il aura fort probablement une grande incidence sur le SRFP et sur les systèmes de rémunération actuels. Jusqu'à maintenant, aucune décision n'a été prise à ce sujet par le Conseil du Trésor. Des recherches concernant la faisabilité et les coûts-avantages de cette activité sont actuellement en cours.

#### c) Sous-activité de la Gestion de l'information

##### Objectif

Permettre le développement, la mise en oeuvre et la mise à jour de systèmes et de bases de données, offrir des services en matière de technologie de l'information et de télécommunications, faire office de centre d'expertise fournissant des conseils sur les technologies de l'information et des services techniques, élaborer une stratégie de gestion de l'information, ainsi que des services communs de gestion de l'information pour soutenir les services communs d'ASC et l'administration du Ministère.



On travaille actuellement à la mise en oeuvre d'un cadre de gestion établissant l'infrastructure nécessaire à la saisie des données. On peut déjà obtenir des renseignements parcellaires sur le rendement; toutefois, on travaille à l'élaboration d'un prototype de système qui permettra de traiter enlèvement cette question. La présentation de rapports à ce sujet a débuté au cours de l'exercice 1991-1992.

## Accomplissements

La gamme des Services de la rémunération a respecté le calendrier de mise en oeuvre d'un service de calcul des pensions en direct aux fins de l'estimation des pensions. On a évalué quelle pourrait être l'incidence de la réforme des pensions sur les systèmes d'ASC et l'on dispose de plans pour procéder à la mise en oeuvre de ces changements. Dans le but de promouvoir l'adhésion au service de dépôt direct pour ce qui est des chèques de paye des fonctionnaires, le Conseil du Trésor a approuvé l'avancement du jour de paye du vendredi au mercredi. Le recouvrement de cette avance de deux jours a été effectué sur une période de 26 payes. Au cours de 1991-1992, les services de la rémunération ont émis des paiements à 350 000 employés fédéraux (incluant les membres de la GRC) et à 273 000 pensionnés. Les activités de la rémunération ont donné lieu à plus de 14 millions de paiements versés à plus de 900 000 comptes dont la valeur totale s'élève à plus de 13 milliards de dollars.

### D'ici l'exercice 1996-1997, le **Système de rémunération de la fonction publique**

(SRFP) remplacera les systèmes actuels de la paye, des pensions de retraite et des assurances des employés par un seul système intégré grâce auquel le contrôle des opérations de rémunération sera exécuté directement à partir de postes de travail du client. Au mois de mars 1991, on a approuvé le financement nécessaire à la réalisation d'une double conception visant à réduire les risques et à fournir au Ministère deux conceptions distinctes provenant de deux entrepreneurs concurrents avant de déterminer le système final du SRFP. En 1992-1993, huit équivalents temps plein et 14,2 millions de dollars y furent consacrés. Les fonds nécessaires aux étapes de la construction et de l'installation seront demandés au moyen d'une présentation qui sera faite au Conseil du Trésor.

Les répercussions de ce projet sur le personnel d'ASC, tant à l'administration centrale que dans les régions, sont très importantes (une diminution de 753 équivalents temps plein). Des politiques définitives en matière de réaménagement des ressources humaines sont en place et les employés touchés pourront bénéficier de séances de formation et de recyclage afin de parfaire leurs connaissances.

Le service de **dépôt direct** comprend maintenant la paye des fonctionnaires ainsi que les prestations de pension de retraite des fonctionnaires et des membres des Forces canadiennes.

### **Réforme des pensions** : conformément au projet de loi sur la réforme des pensions, le Conseil du Trésor a approuvé une présentation portant sur l'élaboration et l'administration de nouveaux régimes de pension. Un financement de 3,5 millions de dollars a été approuvé pour l'exercice 1991-1992, de 6,5 millions de dollars pour l'exercice 1992-1993 et de 4,4 millions de dollars pour 1993-1994; quant au financement de base des exercices subséquents, il sera augmenté de 600 000 \$.

État récapitulatif des ressources

Tableau 17 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
Dépenses		Recettes		Dépenses		Recettes	
Net		ETP		Net		ETP	
Services de rémunération				56 504	7 177	49 327	1 178
				68 561	13 210	55 351	1 164

Tableau 18 : État récapitulatif du volume des affaires  
(en milliers)

Données réelles 1991-1992		Prévisions 1992-1993		Budget des dépenses 1993-1994	
Chèques		5 877	6 224	9 785	
Paielements par dépôt direct		6 971	6 204	3 727	
Paielements totaux		12 848	12 428	13 512	
Comptes		915	776	928	

Données sur le rendement et justification des ressources

- Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des indicateurs suivants :
- le versement des paiements et la prestation de services connexes aux clients en fonction des calendriers établis, des niveaux de services convenus, d'un protocole d'entente, ainsi qu'en fonction de la rétroaction des clients grâce à des communications constantes;
- le pourcentage des paiements émis conformément aux niveaux de services convenus;
- le coût par paiement;
- le nombre de paiements émis et de comptes tenus.

**Le Centre des relations avec la clientèle**, mis sur pied au mois d'avril 1991, constitue une plaque tournante des communications entre les clients et le Portefeuille des services de soutien à la clientèle en permettant aux ministères de se tenir au courant des nouvelles politiques, procédures et activités d'ASC qui pourraient avoir une incidence sur les approvisionnementnements concernant leurs besoins. Pour ce faire, un certain nombre d'activités ont été mises sur pied, notamment le Programme des responsables des comptes, en vertu duquel un cadre supérieur d'ASC sert d'intermédiaire entre le ministère client et ASC en ce qui concerne les questions relatives à l'approvisionnementnement, les séminaires et les colloques conçus pour répondre aux besoins des clients, les comités de coordination réunissant des représentants du ministère de la Défense nationale (MDN) et d'ASC et grâce auxquels on peut partager des idées sur un sujet donné et prendre les mesures appropriées, la publication du Manuel du client d'ASC et du bulletin d'information *Appro-Info* et le maintien d'un Centre d'information à l'intention du client.

## b) Sous-activité des Services de la rémunération

### Objectif

Fournir, en temps opportun, des paiements exacts dans les domaines de la paye et des pensions de retraite.

### Description

La sous-activité des Services de rémunération fournit aux ministères et organismes fédéraux des services concernant la paye, les pensions et les assurances. Ces services de rémunération sont définis par des lois, des règlements et des politiques comprenant notamment 150 conventions collectives, 5 lois sur la pension et 5 régimes d'assurance. Les pouvoirs et les responsabilités relatifs à la fonction de la paye et des avantages sociaux des employés de la fonction publique sont partagés entre tous les ministères et les organismes du gouvernement. Le Conseil du Trésor administre la fonction de la rémunération; les différents ministères et organismes administreront au jour le jour les opérations relatives à la paye et aux avantages sociaux des employés. Tous ces services sont fournis au moyen d'un réseau de 15 bureaux qui répondent aux besoins de plus de 100 ministères et organismes fédéraux.

**Le Centre de gestion** a été mis sur pied dans le but de faire connaître et d'évaluer les instruments relatifs à l'approvisionnement ainsi que les systèmes de communication et de traitement des opérations. Le Centre a élaboré plusieurs systèmes "experts" pour répondre aux besoins d'ASC et des clients. L'un de ces systèmes permet aux clients d'attribuer eux-mêmes un contrat concernant un bien ou un service donné en leur fournissant les meilleurs conseils concernant le marché visé, les procédures contractuelles et les lignes directrices gouvernementales pertinentes. Un autre système expert permet aux acheteurs d'ASC de constituer des documents de soumission et des documents contractuels qui répondent exactement à leurs besoins.

**Le Service optionnel de gestion du matériel (SOGM)** est une des composantes offertes au client sur une base facultative dans le cadre d'Acquisitions 2000. Ce service automatisé pour gérer leurs biens, qu'il s'agisse d'immobilisations ou de biens consommables, permettra de fournir ce service sera déterminé d'ici le début de l'exercice 1993-1994.

**Le Système Fastrack** fait actuellement l'objet d'un examen et sera ultérieurement élaboré ou acheté auprès d'un fournisseur du secteur privé. Ce système permettra aux clients d'avoir accès aux offres à commandes d'ASC et de faire des commandes sans avoir à passer par les agents d'approvisionnement. Le client sera alors en mesure de consulter les bases de données et d'examiner les commandes antérieures afin de remplir de nouvelles commandes; il pourra également déterminer l'état d'une commande. La commande sera ensuite envoyée au fournisseur au moyen de l'Échange de données informatisées (EDI) ou par télécopieur, si le fournisseur ne dispose pas de la technologie de l'EDI. On prévoit que la première version du Système Fastrack pourra être mise en œuvre d'ici la fin du mois de juin 1993.

**Les Préavis d'adjudication de contrat (PAC)** furent mis en œuvre en juillet 1992 comme mécanisme grâce auquel l'administration fédérale fait connaître son intention de répondre à un besoin au moyen d'un contrat du type fournisseur unique avant l'attribution du contrat. Cette façon de procéder vise à promouvoir l'ouverture et l'équité du système des acquisitions en donnant la chance aux fournisseurs de contester la justification du recours à un contrat sur appel d'offre restreint.

**Le Système de soutien des décisions en matière d'acquisitions (SSDA)** est l'un des principaux éléments de la stratégie globale d'Acquisitions 2000 et vise principalement l'amélioration sensible du niveau du soutien automatisé sur lequel le personnel des approvisionnements de l'administration centrale et des régions d'ASC ainsi que des ministères clients pourrait compter. Pour ce faire, on a prévu installer d'importants systèmes et apporter des améliorations à l'infrastructure pendant une période de trois ans. Le SSDA permettra de réaliser un plus grand nombre de fonctions, d'améliorer l'accès au système et d'atteindre une meilleure performance, d'installer des postes de travail programmables par l'utilisateur, d'accroître les possibilités de traitement des données, d'accès aux bases de données et aux banques d'information et de les mettre à jour, et ainsi d'obtenir un système plus simple et plus fonctionnel.



**Le Programme Acquisitions 2000** : Le programme a été mis sur pied par ASC dans le but de gérer l'évolution de ses services d'acquisitions tout en tenant compte de l'évolution constante des besoins des ministères clients, ainsi que des exigences sur le plan des changements technologiques et des nouvelles réalités fiscales. L'équipe d'Acquisitions 2000 s'emploie actuellement à réaliser les objectifs fixés dans le Programme d'Accroissement des pouvoirs et des responsabilités des ministères ainsi que dans les initiatives de FP 2000 et, pour ce faire, on reçoit en profondeur le processus administratif afin que les usagers soient en mesure de mieux définir les divers éléments de leurs opérations et d'exercer un contrôle direct de ces éléments. Acquisitions 2000 s'efforce de promouvoir le travail en équipe et ce, à plusieurs niveaux. Les objectifs visés et les méthodes utilisées par Acquisitions 2000 s'accordent parfaitement avec celles qui sont préconisées par le Conseil du nouveau administratif. Une importante réforme administrative est en cours au sein de l'administration fédérale et Acquisitions 2000 soutient l'initiative de la Direction de la politique administrative du Conseil du Trésor.

**Le Système électronique de commandes par catalogue (SECC)** est un projet d'une durée de trois ans qui a débuté au mois de juin 1990. Le but du système est de mettre à l'essai et, par la suite, de mettre en œuvre une liaison électronique entre ASC et des ministères clients afin de faciliter l'exécution d'un certain nombre de fonctions se rapportant à l'approvisionnement. Parmi les fonctions visées mentionnons celles qui offriront à l'utilisateur un accès électronique :

- à l'introduction des commandes et au traitement des demandes formulées par le client à ASC;
- aux demandes concernant l'étape du traitement des demandes par ASC pour le compte des clients;
- aux demandes de renseignements concernant l'inventaire des biens consommables dont ASC dispose dans ses entrepôts;
- à la consultation et au téléchargement des catalogues des offres à commandes;
- à la consultation et au téléchargement des catalogues de biens et de services;
- à la consultation et au téléchargement de renseignements sur les fournisseurs capables de fournir des biens et des services à la demande des ministères clients.

A la fin de l'exercice 1992-1993, approximativement 22 des clients qui utilisent actuellement le SITa seront branchés au SECC. En outre, dans le cadre du SECC, on a mis sur pied un système de commandes téléphoniques qui permet aux clients de téléphoner à ASC et de commander des articles visés par le Système d'approvisionnement en articles stockés (AAS).



**Le Service des invitations ouvertes à soumissionner** a, depuis sa mise en oeuvre, permis d'offrir à tous les Canadiens les mêmes possibilités de présenter des soumissions relativement aux contrats de l'administration fédérale. Au cours de l'exercice 1992-1993, le nouveau Service des invitations ouvertes à soumissionner (SIOS) a remplacé le Tableau des projets de marchés. À l'heure actuelle, le SIOS compte plus de 7 000 abonnés et continue d'accroître sa clientèle. Les possibilités de marchés en vertu de l'Accord général sur les tarifs douaniers et le commerce (GATT) et de l'Accord de libre-échange entre le Canada et les États-Unis (ALE) sont également annoncées dans les *Marchés publics* et dans le SIOS. Parmi les mentions notamment l'annonce des possibilités de soumissionner des marchés aux États-Unis en vertu de l'ALE grâce à la reproduction des avis publiés dans le *Commerce Business Daily* qui est publié par le ministère du Commerce des États-Unis. Ces instruments permettent également d'avoir accès à des renseignements sur les besoins étrangers grâce aux informations recueillies par des missions commerciales du ministère des Affaires extérieures.

Au mois d'avril 1992, le service des invitations ouvertes à soumissionner a pris une ampleur considérable grâce à l'intégration de la plupart des besoins de biens les plus concurrentiels d'une valeur supérieure à 25 000 \$, de la majeure partie des besoins de services de plus de 25 000 \$, ainsi que de l'annonce des possibilités de marchés du type fournisseur unique. Depuis le 1<sup>er</sup> juin 1992, le Service des invitations ouvertes à soumissionner (SIOS) remplace le Tableau des projets de marchés.

**Le Programme de promotion des relations avec les fournisseurs**, lancé officiellement par le Ministre d'ASC au mois de juin 1989, s'assure que les entreprises canadiennes sont renseignées sur la façon de procéder pour faire affaire avec ASC et sont ainsi en meilleure position pour saisir les possibilités d'affaires dans le contexte de la décennie 1990. Grâce à la tenue de séminaires, le personnel d'ASC renseigne les fournisseurs sur tous les aspects des marchés publics. Au cours de l'exercice 1991-1992, 90 séminaires ont été tenus dans tout le pays et approximativement 5 000 fournisseurs y ont assisté.

Au moyen de l'**initiative d'acquisitions de l'Ouest** (IAO), ASC a continué de promouvoir la participation des petites et moyennes entreprises canadiennes de l'Ouest en ce qui concerne les marchés publics d'approvisionnement. En 1991-1992, soit la quatrième et dernière année du programme, la valeur totale des contrats attribués dans les provinces de l'Ouest a dépassé d'environ 269 millions de dollars la base de 933 millions qui avait été prévue en 1986-1987. Le total cumulé pour les quatre années du programme représente une augmentation d'environ 875 millions de dollars en ce qui concerne les contrats d'approvisionnement attribués par ASC dans les quatre provinces de l'Ouest, ce qui dépasse de beaucoup l'objectif initial de 600 millions de dollars.

Valeur ajoutée

- Économies / Éparages** : ASC a élaboré un instrument de communication, soit un bulletin trimestriel *Appro-info*, qui lui permet de rendre publiques les économies importantes réalisées et l'élimination de frais attribuables à la méthode utilisée par la gamme des services des Acquisitions concernant la définition des besoins et des marchés, le recours à la concurrence et la compétence des responsables de la négociation des marchés, et grâce auxquels on peut garantir au client que toutes les conditions du contrat sont respectées. *Appro-info* témoigne des avantages que l'on peut retirer d'un approvisionnement efficace et de la coopération avec la clientèle.
- Service personnalisé d'approvisionnement et d'administration de contrat** : Afin d'améliorer la qualité du service fourni par ASC et de le faire savoir aux intéressés, le Ministère se propose d'assurer le suivi de chaque opération réalisée et ce, afin de s'assurer que les attentes du client ont été respectées. À ASC, le service à la clientèle sera fourni dans un contexte d'Administration de la qualité totale (AQ), c'est-à-dire un service axé sur la recherche constante de l'excellence, dans un climat d'adaptation et de collaboration, entièrement soutenu par la technologie de l'information.
- Initiatives et projets spéciaux** : Ces initiatives visent à rendre compte des résultats obtenus dans le cadre de projets spéciaux concernant des clients donnés, par exemple la mise en œuvre du Système électronique de commandes par catalogue (SECC), la facilitation du traitement grâce au Système intégré de traitement des achats (SITA), la réponse aux demandes formulées par le client, les changements de politiques et la rationalisation administrative.

Accomplissements

Les directions générales de l'administration centrale et les cinq directions régionales ont fourni des services en matière d'acquisitions au cours de l'exercice 1991-1992 et ont attribué des contrats d'une valeur de 7,1 milliards de dollars pour le compte de la gamme des services des Acquisitions.

**Restructuration financière** : À partir de 1992-1993, un nouveau mode de financement entrera en vigueur pour la gamme de services des Acquisitions d'ASC et ce, pour les services offerts aux clients tenus de faire affaire avec ASC. Afin de maximiser l'efficacité des services d'ASC, la gamme de services des Acquisitions sera financée au moyen de crédits annuels plutôt que par le recouvrement de frais auprès des ministères clients. Selon ce nouveau régime de financement, ASC maintient les niveaux actuels de service et, grâce à un comité interministériel, détermine les priorités en ce qui concerne l'amélioration du niveau de service. Pour effectuer ce changement dans le mode de financement, on a intégré un article à chaque présentation du POP du Ministère pour l'exercice 1992-1993 afin de transférer les fonds que les ministères auraient versés à titre de frais et ainsi, constituer une base de crédits à ASC.

**Tableau 16: Etat récapitulatif du volume des affaires**

Données sur le rendement et justification des ressources

**Mesure de l'efficacité :** Ces indicateurs permettent de rendre compte :

- du rendement d'ASC pour ce qui est du respect des dates prévues pour l'attribution des contrats;
- du délai qui s'est écoulé entre la réception d'une demande et l'attribution d'un contrat;
- de retards particuliers dans l'exécution, c'est-à-dire les raisons de ces retards et l'inclusion de ces données au présent rapport.

**Remaniement des programmes de la sécurité du revenu (PSR) :** ASC et Santé et Bien-être social Canada collaboreront à la réalisation du remaniement des programmes de la sécurité du revenu afin de moderniser le versement des prestations de sécurité de la vieillesse et du Régime de pensions du Canada. La première étape, soit celle de la planification, est maintenant terminée. Quant à la seconde, celle de l'établissement des bases du projet et de recherche de partenaires, elle est commencée et l'on prévoit qu'elle sera terminée au cours de l'exercice 1993-1994.

Le Conseil du Trésor a donné son approbation de principe concernant un financement de 258,15 millions de dollars pour la réalisation des phases deux et trois, ainsi que pour la considération de ce projet à titre de Grand projet de l'État. Le financement de cette initiative provient de trois sources : le Conseil du Trésor (Trésor), le Régime de pensions du Canada et l'investissement de la Direction générale de la sécurité du revenu. Selon les prévisions, la troisième étape, soit celle de la mise en œuvre, devrait être réalisée entre 1994 et 1997.

**Système normalisé de paiements :** Des travaux sont actuellement en cours afin de mettre en œuvre une stratégie de services de paiements qui serait fondée sur un système souple capable de répondre aux besoins des ministères clients. Parmi ces besoins, mentionnons notamment la possibilité pour les ministères d'exercer un plus grand contrôle sur leurs processus administratifs, d'avoir accès à un plus grand choix tant en ce qui concerne la nature des services offerts par ASC que le lieu de prestation de ces services, ainsi que la possibilité d'améliorer le service qu'ils offrent à leur clientèle.

## 2. Services communs

### a) Sous-activité des Acquisitions

#### Objectif

Fournir des services communs permettant d'acquérir des biens et des services de façon économique et efficiente à la satisfaction de la clientèle, tout en contribuant à la réalisation des objectifs nationaux.

#### Description

La gamme des services des Acquisitions permet d'administrer le processus d'approvisionnement. Cela comprend la recherche de marchés, la planification des produits, la réalisation d'études sur les méthodes d'approvisionnement, l'invitation à soumissionner, l'évaluation des soumissions, le choix des fournisseurs, la négociation, l'attribution et l'administration des marchés, ainsi que la conclusion d'autres ententes en matière d'approvisionnement et la prestation de services de soutien des achats (soutien de systèmes, statistiques, soutien administratif). Cette gamme de services traite divers biens de nature scientifique, technique et commerciale tels que les systèmes d'armes, les systèmes aérospatiaux, maritimes, électroniques et industriels, les produits industriels et commerciaux, les services de bureautique et les systèmes d'information, les produits et les services scientifiques et professionnels, ainsi que d'autres produits et services.



Accroissements

Au cours de l'exercice 1991-1992, plus de 177 millions de paiements ont été émis, notamment :

- 115 millions de paiements concernant le Programme de sécurité du revenu;
- 3,8 millions de paiements se rapportant à d'autres programmes sociaux;
- 37,6 millions d'autres paiements, c'est-à-dire 28,9 millions de paiements de TPS, plus de 7,7 millions de paiements visant des comptes généraux de fournisseurs de biens et de services pour le compte de tous les ministères fédéraux, et plus d'un million de paiements d'intérêt se rapportant aux obligations d'épargne du Canada pour le compte de la Banque du Canada.

De plus, pour le compte de la Défense nationale, on a émis les délégations de solde des Forces canadiennes, ainsi que les paiements destinés à la force régulière et à la force de réserve. Des services autres que de paiement ont également été fournis, par exemple le dépôt de valeurs pour le Bureau du surintendant des institutions financières, et l'administration ainsi que l'émission des obligations d'épargne du Canada achetées par retenues sur le salaire et les cotisations au régime de pension et ce, pour les employés actuels ou les retraités de l'administration fédérale, les membres des Forces canadiennes et les membres de la Gendarmerie royale du Canada (GRC).

**Dépôt direct :** Il s'agit d'une méthode électronique permettant le dépôt de paiements gouvernementaux directement dans le compte des bénéficiaires et ce, dans quelque institution financière que ce soit au Canada. Divers paiements gouvernementaux peuvent être effectués de cette façon, notamment la paye de la fonction publique, les prestations de pension de retraite des fonctionnaires et des membres des Forces canadiennes, ainsi que les paiements socio-économiques (sécurité de la vieillesse, régime de pensions du Canada, remboursements et crédits d'impôt, allocations des anciens combattants et les prestations de la Commission canadienne des pensions). Le dépôt direct accroît l'efficacité des opérations de l'administration fédérale et des institutions financières, réduit les coûts et accroît la qualité du service fourni à la population. Au cours de l'exercice 1991-1992, on a ajouté aux services de dépôt direct les remboursements d'impôt de Revenu Canada - Impôt. D'ores et déjà, environ 12 millions de bénéficiaires de tels paiements pourront, s'ils le désirent, adhérer au service de dépôt direct.

Voici les données concernant l'adhésion au programme de dépôt direct des paiements socio-économiques et d'autres paiements au 31 octobre 1992 :

•	Sécurité de la vieillesse	1 400 000	42 %
•	Régime de pensions du Canada	1 060 000	38 %
•	Remboursements d'impôt	1 300 000	10 %
•	Allocations familiales	940 000	25 %
•	Commission canadienne des pensions	66 000	48 %



**Tableau 13 : État récapitulatif du volume des affaires - Paiements principaux effectués (en milliers)**

Budget des dépenses	Prévisions	Données réelles
1993-1994	1992-1993	1991-1992
Allocations familiales	—	45 073
Prestations fiscales pour enfants	39 774	—
Sécurité de la vieillesse / Supplément de revenu garanti	40 928	39 089
Planification de l'emploi	801	828
Régime de pensions du Canada	33 367	31 104

**Tableau 14 : État récapitulatif du volume des affaires (en milliers)**

Budget des dépenses	Prévisions	Données réelles
1993-1994	1992-1993	1991-1992
Chèques	130 449	155 217
Paiements par dépôt direct	52 506	21 842
Paiements totaux	182 955	177 059

**Données sur le rendement et justification des ressources**

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des normes suivantes :

- le versement des paiements et la prestation de services connexes aux clients en fonction des calendriers établis, des niveaux de services convenus, des protocoles d'entente, ainsi qu'en fonction de la rétroaction des clients grâce à des communications constantes;
- le pourcentage des paiements émis conformément aux niveaux de services convenus;
- le coût par paiement;
- le nombre de paiements émis.

c) Sous-activité des Paiements socio-économiques et autres paiements

**Objectif**  
Fournir en temps opportun des paiements exacts à des bénéficiaires répartis dans tout le Canada. Ces paiements comprennent les prestations de la sécurité de la vieillesse, les crédits de Taxe sur les produits et services, les obligations d'épargne du Canada et les comptes des fournisseurs.

**Description**

Cette sous-activité est chargée de l'émission, pour le compte de tous les ministères et organismes de l'administration fédérale, de paiements tirés sur le Trésor. Les paiements sont produits et distribués à la population au moyen de systèmes généraux comportant des caractéristiques qui leur sont propres. Cette sous-activité soutient également les programmes socio-économiques administrés par Santé et Bien-être social Canada, Emploi et Immigration Canada, Anciens combattants Canada et Agriculture Canada, ainsi que certains programmes de la Défense nationale et de la Banque du Canada. Elle fournit également des services de mise à jour des fichiers et de soutien dans la mise à jour et la gestion de rapports administratifs. Cette gamme de services assume également la responsabilité de l'émission de tous les paiements gouvernementaux autres que la rémunération et les mandats d'assurance-chômage.

Etat récapitulatif des ressources

Tableau 12 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses 1993-1994				Prévisions 1992-1993			
Dépenses		Recettes	Net	Dépenses		Recettes	Net

Tableau 11 : Etat récapitulatif du volume des affaires

Budget des dépenses	Prévisions	Données réelles
1993-1994	1992-1993	1991-1992
3 700	3 700	3 700
31 OCT	9 DEC	10 DEC
Date de disponibilité des comptes publics		

Données sur le rendement et justification des ressources

Le rendement de cette sous-activité est évalué au moyen d'une vérification périodique, d'évaluations et d'études spéciales, ainsi qu'en fonction des normes suivantes :

- Comptes du Canada - Administrer de façon efficace et efficiente la clôture de fin d'exercice conformément aux directives du Receveur général. Déterminer les prescriptions législatives concernant les comptes avant le 30 avril;
- Rapports provisoires - Produire les états financiers provisoires en fonction des dates cibles fixées;
- Comptes publics du Canada - Préparer et publier les comptes avant le 31 octobre.

Toutes les normes de rendement indiquées ci-dessus ont été respectées.

Accomplissements

La **Stratégie d'information financière (SIF)** est un projet réalisé conjointement par le Bureau du contrôleur général et ASC. La SIF a une incidence sur la sous-activité de la Comptabilité centrale et de rapports, celle des Paiements socio-économiques et autres paiements, ainsi que sur la sous-activité des Services de soutien de l'information de gestion. Depuis l'approbation par le Conseil du Trésor en 1989, des principes d'une stratégie d'information financière, la mise en œuvre du projet de la SIF qui est maintenant en bonne voie de réalisation, permettra à ses utilisateurs de bénéficier de systèmes plus perfectionnés sur le plan technologique et offrant un meilleur rendement et un contenu amélioré en ce qui concerne l'information.

**Système de comptabilité centrale (SCC)** : Les responsabilités de cette gamme de services consistent à exploiter le Système de comptabilité centrale (SCC), lequel sert plus précisément à contrôler, analyser et regrouper les données des opérations financières à l'échelle nationale, ainsi qu'à assurer le suivi de ces données et à présenter les rapports s'y rapportant. Le SCC constitue l'un des systèmes de contrôle et d'information financière les plus complexes de tout le pays. Cette entité comptable regroupe 106 ministères et organismes, dont les dépenses totales se sont élevées à 162 milliards de dollars en 1991-1992.

**Entente bancaire triennale :** Une nouvelle entente avec les institutions bancaires a été négociée relativement aux frais et aux services visant la période allant d'avril 1992 à mars 1995.

**Automatisation de la perception des recettes :** Un certain nombre de projets ont été mis sur pied dans le but de tirer profit de l'utilisation de services bancaires électroniques. L'utilisation de ces produits devrait permettre de réduire les coûts administratifs ministériels tout en améliorant les mouvements de trésorerie et le service à la clientèle.

**b) Sous-activité de la Comptabilité centrale et des rapports**

**Objectif**

Permettre l'établissement de registres comptables gouvernementaux exacts, préparer et publier annuellement les Comptes publics du Canada ainsi que d'autres rapports financiers et ce, en temps opportun.

**Description**

Cette sous-activité permet de fournir les services d'information nécessaires à l'administration centrale dans son ensemble plutôt qu'aux ministères pris individuellement, et plus particulièrement, de préparer des rapports provisoires, de préparer et de publier les Comptes publics du Canada et de tenir à jour le Système de comptabilité centrale (SCC). La gamme des services de Comptabilité centrale et de rapports est également en mesure d'orienter les ministères et les organismes en ce qui concerne la consignation, la comptabilité et les rapports concernant leurs opérations financières respectives.

**État récapitulatif des ressources**

**Tableau 10 : Justification des ressources de la sous-activité**  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses						Prévisions					
1993-1994			1992-1993			1992-1993			1992-1993		
Dépenses	Recettes	Net ETP	Dépenses	Recettes	Net ETP	Dépenses	Recettes	Net ETP	Dépenses	Recettes	Net ETP
Comptabilité centrale et rapports											
7 492	21	7 471	120	7 431	23	7 408	119				

Tableau 9 : État récapitulatif du volume des affaires

Données réelles 1991-1992	Prévisions 1992-1993	Budget des dépenses 1993-1994	Nombre d'installations bancaires		Nombre de paiements rapprochés (millions) <sup>1</sup>
			4 300	4 200	
3 984	229 994	232 313			230 298

<sup>1</sup> Incluant les mandats d'assurance-chômage.

**Données sur le rendement et justification des ressources**

Le rendement de cette sous-activité fait l'objet d'une vérification périodique ainsi que d'évaluations et d'études spéciales. En outre, les évaluations suivantes sont effectuées de façon permanente :

- la rémunération correspondant au flottant et aux services de base ne faisant pas l'objet d'appels d'offres est versée aux institutions financières dans les 30 jours suivant la fin du mois et ce, en tout temps;

- tous les services fournis aux ministères clients doivent répondre aux exigences établies par les règlements et les lois, ainsi qu'au critère d'opportunité et aux normes nécessaires établies par les clients pour chaque cas;

- le rapprochement des chèques et des mandats avec les soldes bancaires doit être effectué dans les sept jours suivant l'envoi des documents à la Direction du contrôle et du remboursement des chèques par la Banque du Canada;

- on doit répondre aux demandes de renseignements au sujet des chèques dans un délai d'un jour dans le cas des chèques en circulation et dans un délai de 3,5 jours dans le cas des chèques encaissés.

Toutes les normes mentionnées ci-dessus ont été respectées.

**Accomplissements**

Au cours de l'exercice 1991-1992, les services bancaires ont traité des rentrées d'argent d'une valeur de 624 milliards de dollars et des sorties d'argent s'élevant à 626 milliards de dollars. Les soldes de trésorerie investis ont rapporté 177 millions de dollars en intérêt. La Direction du contrôle et du remboursement des chèques, de Matane (Québec), a procédé au rapprochement de plus de 230 millions de paiements du Receveur général et de mandats d'assurance-chômage, le tout s'élevant à 207 milliards de dollars et a répondu à plus de 589 000 demandes de renseignements concernant des paiements.



1. Services centraux

a) Sous-activité de la Gestion bancaire et de la trésorerie

Objectif

Fournir des services de gestion bancaire et de trésorerie aux ministères et aux organismes gouvernementaux, maximiser les produits des fonds auto-générés et minimiser les coûts des opérations de soutien des services.

Description

Cette sous-activité est responsable de la réception, du virement et du déboursement des fonds publics, ainsi que du remboursement des paiements tant au Canada qu'à l'étranger. Toutefois, la gestion de la dette demeure la responsabilité du ministère des Finances, tandis que les prévisions de trésorerie sont la responsabilité de la Banque du Canada qui agit à titre d'agent bancaire et financier. De plus, cette sous-activité permet la négociation ou le lancement d'appels d'offres relativement à tous les services bancaires nécessaires à l'administration fédérale, incluant le remboursement des institutions financières en fonction des ententes bancaires conclues et le traitement du «flottant».

Cette sous-activité permet de rembourser et de valider tous les instruments de paiement (chèques du receveur général, paiements par dépôt direct, mandats d'assurance-chômage). Elle permet également d'administrer le dépôt de toutes les sommes perçues par les ministères et les organismes fédéraux et de les créditer au receveur général du Canada. Conformément aux politiques de la Banque du Canada et du ministère des Finances, le receveur général dépose quotidiennement les finances publiques dans des comptes générateurs d'intérêt et ce, dans des institutions bancaires canadiennes et étrangères. L'objectif visé est d'exploiter le Trésor de façon à réduire le plus possible la nécessité d'emprunter tout en garantissant l'acceptabilité des instruments de toutes sortes qui sont émis aux créditeurs et aux bénéficiaires de prestations.

État récapitulatif des ressources

Tableau 8 : Justification des ressources de la sous-activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions			
Dépenses		Recettes		Dépenses		Recettes	
Net		ETP		Net		ETP	
51 753				49 850			
—				75			
51 753				49 775			
210				207			
Gestion bancaire et trésorerie							

**Explication de l'écart :** Le Budget des dépenses de 1993-1994 est de 10,4 millions de dollars supérieur aux prévisions de 1992-1993 et est attribuable aux facteurs suivants :

(en millions de dollars)	
•	Transfert de la Corporation commerciale canadienne
1.0	
•	Ajustement du niveau de référence — POP 1989-1990
(1.2)	
•	Contributions au Régime d'avantages sociaux des employés
28.8	
•	Système de rémunération de la Fonction publique
(14.2)	
•	Compressions budgétaires du 2 décembre 1992
(6.3)	
•	Remplacement du NAS
1.8	
•	Ajustement du revenu net
5.4	
•	Restructuration financière
(2.0)	
•	Réaffectation des gammes de services
5.7	
•	Transfert du Régime des avantages sociaux des employés au Conseil du Trésor
(2.3)	
•	Refonte du crédit 1991-1992 — Budget de fonctionnement
(3.4)	
•	Autres
(2.9)	
<u>10.4</u>	Augmentation nette

Sommaire des ressources

Tableau 7 : Sommaire des ressources de l'activité  
(en milliers de dollars et en équivalents temps plein)

Budget des dépenses				Prévisions	
1993-1994		1992-1993			
Dépenses	Recettes	Net	ETP*	Dépenses	Recettes
				Net	ETP

Services centraux:

Gestion bancaire et trésorerie	51 753	—	51 753	210	49 850	75	49 775	207
Comptabilité centrale et rapports	7 492	21	7 471	120	7 431	23	7 408	119
Paiements socio-économiques et autres paiements	76 921	27 083	49 838	573	72 291	28 450	43 841	566

Services communs:

Acquisitions	105 675	8 703	96 972	1 530	101 194	10 421	90 773	1 512
Services de rémunération	56 504	7 177	49 327	1 178	68 561	13 210	55 351	1 164
Gestion de l'information	103 470	—	103 470	1 133	102 673	—	102 673	1 119

Grands projets de l'état	24 011	28 079	(4 068)	340	23 254	27 790	(4 536)	336
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Services de soutien de l'information de gestion	7 090	6 279	811	83	9 442	7 299	2 143	82
Gestion des transports - FRSF	2 502	—	2 502	47	2 292	—	2 292	47

Gestion des transports - FRSF	41 100	41 100	—	—	41 100	41 100	—	—
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Distribution des biens de la Couronne - FRSF	10 268	8 672	1 596	82	9 749	8 423	1 326	83
Approvisionnement en articles stockés - FRSF	115 212	114 522	690	258	110 343	111 468	(1 125)	258

Total	601 998	241 636	360 362	5 554	598 180	248 259	349 921	5 493
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\* L'expression «équivalents temps plein» désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.

Section II  
Analyse par activité et par sous-activité

A. Activité des Services centraux et des services communs

Description

Cette activité comprend les services centraux et les services communs qui sont offerts dans les domaines de l'approvisionnement, du personnel et des finances. Chaque service correspond à une sous-activité qui comprend les fonctions de gestion et de prestation de la gamme de services qui s'y rapporte directement. Il s'agit donc de services intégrés au niveau de l'administration centrale de façon à répondre aux besoins les plus divers exprimés par les clients. Ces services sont fournis à plus de 100 ministères et organismes fédéraux au moyen d'un réseau de bureaux répartis dans tout le Canada, en Europe et aux États-unis conformément aux normes de services et de ressources convenues avec le client.

Chaque sous-activité comprend les ressources consacrées uniquement à cette sous-activité, ainsi qu'une partie des ressources attribuées aux directions générales régionales qui soutiennent directement plusieurs sous-activités des services centraux et des services communs.

Les services centraux fournis au gouvernement dans son ensemble sont :

- la Gestion bancaire et la trésorerie;
- la Comptabilité centrale et les rapports;
- les Paiements socio-économiques et les autres paiements.

Les services communs fournis aux ministères et organismes fédéraux sont :

- les Acquisitions;
- les Services de rémunération;
- la Gestion de l'information;
- les Grands projets de l'État;
- les Services de soutien de l'information de gestion;
- la Gestion des transports;
- la Distribution des biens de la Couronne;
- l'Approvisionnement en articles stockés.

- **Budget de fonctionnement - Projet pilote** : De concert avec la Direction de l'évaluation, la Direction de la vérification interne a défini le cadre d'évaluation qui sera utilisé pour le projet pilote ayant trait au budget de fonctionnement.
- **Aperçu du contexte ministériel : Systèmes et initiatives de technologie de l'information qui influent sur la prestation des services d'approvisionnement** : Cet aperçu est le premier d'une série d'études axées sur l'organisation. Les résultats de cette étude sont utilisés pour planifier les vérifications.
- **Relations de travail** : Le service responsable des relations de travail respecte les exigences des organismes centraux.
- **Données requises pour la vérification du SRFP** : Un document indiquant les données dont on a besoin pour vérifier différents aspects du Système de rémunération de la fonction publique (SRFP) a été fourni à l'équipe responsable du projet. Ce document a été préparé avec l'aide d'autres groupes ministériels de vérification interne.
- **Etats financiers 1991-1992 - Groupe Communication Canada** : On est venu à la conclusion qu'il n'était pas utile de procéder à une vérification complète des activités de cet OSS, compte tenu des initiatives et des changements en cours.
- **Etats financiers 1991-1992 - Conseils et Vérification Canada** : Une opinion sans réserve a été émise quant à la fiabilité des états reflétant la situation financière de CVC.

#### 4. Assurance de la qualité des contrats

##### Cadre de gestion de la qualité

Le 20 mai 1992, le CGM a adopté le Cadre de gestion de la qualité d'Approvisionnements et Services Canada. Ce cadre a été défini par le Réseau ministériel de gestion de la qualité. Le CGM a aussi convenu de favoriser le partage de l'information, des outils et des leçons de gestion de la qualité.

##### Initiatives d'assurance de la qualité

Un comité d'utilisateurs formé d'employés responsables du contrôle de la qualité des contrats à l'administration centrale et dans les régions a été constitué pour élaborer un système amélioré d'assurance de la qualité des contrats. Ce système viendra compléter le Programme d'assurance de la qualité de la gamme de services des Acquisitions de l'avenir. Le Comité travaillera présentement à l'élaboration d'une procédure d'échantillonnage pour choisir les dossiers contractuels qui devront faire l'objet d'une vérification. La procédure d'échantillonnage proposée sera soumise au Comité de vérification et d'examen (CVE).

En août 1992, l'élaboration d'une politique ministérielle d'assurance de la qualité a débuté. À l'aide d'une technique de gestion de la qualité, un groupe d'étude ministériel chargé d'examiner la nature et le contenu de la politique proposée fut constitué. La rédaction de la version définitive de la politique sera soumise au CVE.



### 3. Vérification interne

Voici un résumé des principales conclusions des vérifications effectuées par ASC au cours de 1991-1992 :

- **Système ministériel de gestion du personnel (SMGP) - Système en cours d'élaboration :** Des progrès importants ont été accomplis par l'équipe responsable de ce projet. Cette dernière a en effet réussi à créer et à lancer diverses composantes du SMGP. Des recommandations ont été faites à l'équipe de projet dans le but d'améliorer la structure et le déroulement du projet au cours des prochaines étapes.
- **Préoccupations des fournisseurs et des clients :** Les questions soulevées par les fournisseurs et les clients d'ASC ont été traitées efficacement à l'échelle locale. ASC s'assure la collaboration de ses clients et fournisseurs. Des recommandations ont été faites pour qu'on officialise le processus de collecte et d'évaluation de l'information de gestion sur la nature, le volume, la fréquence, la similitude, les coûts et l'incidence des préoccupations des clients et des fournisseurs.
- **Centre de distribution des biens de la Couronne (CDBC) :** La vérification a recommandé que les gestionnaires qui sont responsables du CDBC prennent l'initiative d'augmenter la remise à la Couronne du produit de la vente de biens excédentaires. Cependant, il y aurait lieu d'apporter des améliorations à l'application du Système de gestion des biens excédentaires pour que ce dernier puisse mieux contrôler l'inventaire et les rentrées de fonds provenant des ventes.

- **Administration des coûts imputables au compte du Régime de pensions du Canada (RPC) :** Le rapport financier des frais d'administration imputables au compte du RPC présente fidèlement à tous les égards les frais d'administration d'ASC imputables au compte pour l'exercice qui s'est terminé le 31 mars 1991.

- **Qualité du processus d'approvisionnement tout au long du cycle de vie :** On retrouve des notions d'assurance de la qualité dans le processus d'approvisionnement et on se sert de l'évaluation du rendement pour l'améliorer. Le Cadre de gestion de la qualité annonce récemment à ASC donnera lieu à des vérifications plus approfondies quant à la définition de la qualité dans son ensemble.

- **Efficience et efficacité des centres informatiques :** L'entrepreneur respecte le contrat de gestion des installations. Des recommandations ont été faites pour qu'on améliore l'administration des marchés.

- **Système d'interface de dépôt direct (SID) :** Des mécanismes de contrôle appropriés sont en place pour assurer l'intégrité des opérations de traitement et des extraits du SID.

- **Passation de marchés pour répondre aux besoins scientifiques et technologiques (Direction des sciences) :** La Direction des sciences répond bien aux demandes provenant des ministères clients, des fournisseurs, des organismes centraux et d'ASC. On n'a relevé aucun problème majeur ou anomalie importante dans le déroulement des opérations et l'acheminement des documents.

- indice de productivité pour chacune des quatre gammes de services (Acquisitions, Approvisionnement en articles stockés, Services de rémunération et Paiements socio-économiques et autres paiements);

- contribution au soutien et à l'administration du Programme exprimée sous forme de pourcentage de l'ensemble des dépenses ministérielles;

- analyse des écarts pour certaines variables relatives aux coûts et aux recettes;

- évaluation de la mesure dans laquelle ASC contribue à l'atteinte des objectifs pour l'ensemble de l'administration et de la fonction publique;

- évaluation des résultats d'un programme de rencontres périodiques entre les employés et les gestionnaires pour discuter de certaines questions telles que les pratiques de gestion, la qualité du travail, la qualité du service, la vision, les valeurs et les communications.

**Ressources humaines** : Les indicateurs porteront sur l'efficacité de la gestion des ressources humaines au ministère des Approvisionnements et Services. Les rapports qui seront présentés dans le cadre du POP et du Budget des dépenses principal fondés sur cette approche. Les gestionnaires supérieurs d'ASC n'ont pas encore déterminé toute la gamme d'indicateurs pour chaque sous-activité, mais ils sont engagés à fonder dans cette initiative.

Les données sur le rendement pour chaque sous-activité individuelle sont publiées dans la Section II, sous la rubrique analyse par activité et sous-activité.

## 2. Évaluation

La Direction de l'évaluation continuera d'aider les gestionnaires à évaluer la pertinence des services fournis dans le contexte actuel et à déterminer les modifications à apporter pour mieux définir le rôle d'ASC comme organisme de service auprès des ministères et organismes clients. Le but premier de l'évaluation est de répondre aux impératifs changeants de la direction. La Direction de l'évaluation a modifié son mandat et ses processus afin de pouvoir mieux répondre aux nouvelles attentes dans le domaine de l'évaluation. Les évaluations seront effectuées conformément au Cadre du plan opérationnel et au système de mesure du rendement ministériel. Elles seront cycliques et auront, entre autres, comme buts la justification des programmes, la réalisation des objectifs et la rentabilisation des opérations. Voici un résumé des résultats des évaluations effectuées par ASC en 1991-1992 :

- **Formation et perfectionnement**: Les rôles et les responsabilités liés à la formation et au perfectionnement requièrent une analyse approfondie et sont répartis dans tout le Ministère selon les priorités de formation financée au niveau ministériel.
- **Système électronique de commandes par catalogue (SECC)**: Le SECC permet d'apporter des améliorations à court terme qui profitent aux clients.

- **Système ministériel de gestion du personnel (SMGP) :** On est en train de modifier ce système afin d'intégrer les fonctions de soutien de l'information sur la rémunération et le personnel aux postes de travail du ministère client. Au début, le SMGP sera relié au système d'entrée de paye en direct, mais plus tard il sera relié au nouveau système de rémunération intégré. Une nouvelle application a été conçue pour les employés en 1992-1993 (pages 40, 69).

- **Projet de stratégie d'information financière (SIF) :** Il s'agit d'un projet entrepris conjointement par le Bureau du contrôleur général et ASC pour répondre aux besoins financiers de toute l'administration fédérale et du Ministère par des mécanismes modernes éliminant la dépendance à l'égard de l'administration financière traditionnelle sur papier. La construction du système sera terminée durant le 1<sup>er</sup> trimestre de 1993-1994. Les essais prendront fin à l'été et la mise en œuvre du projet pilote est prévue pour l'automne 1993.

- Comme son nom l'indique, le **dépôt direct** consiste à déposer les paiements du gouvernement directement dans le compte des bénéficiaires, et ce, dans n'importe quelle institution financière du Canada. Le dépôt direct s'applique à toute une gamme de paiements du gouvernement. Avec l'aide des ministères clients, ASC essaie de trouver des moyens d'élargir et d'accroître l'utilisation du dépôt direct.
- **Plan d'action pour l'environnement :** ASC continue de soutenir le Plan vert et le Code gestion de l'environnement, notamment dans les domaines de la réduction des déchets, des achats gouvernementaux et de l'énergie reliée aux transports.

## E. Efficacité du Programme

La façon d'évaluer l'efficacité des activités d'ASC continuera de changer en 1993-1994. Les principaux critères utilisés pour évaluer les activités d'Approvisionnement et Services continuent d'être la qualité du service, l'atteinte des objectifs et une gestion efficace des ressources humaines.

## 1. Mesure du rendement

En 1991-1992, le Comité de gestion d'ASC a approuvé un nouveau cadre pour la gestion de l'évaluation des activités ministérielles. Ce cadre vise à fournir des renseignements sur le rendement à l'échelle du Ministère et à répondre aux besoins d'information du CPO et du Programme de gestion concertée. Il traite de trois points bien précis : le service, les résultats et les ressources humaines. En 1992-1993, le Comité de gestion du ministère a approuvé l'utilisation de huit indicateurs principaux pour évaluer le rendement du Ministère :

- évaluation de la satisfaction des clients grâce à un programme de consultation;
- pourcentage de clients avec qui ASC a conclu des ententes types de service;
- pourcentage de normes de service respectées et pourcentage de normes de service dépassées;

- Politique sur le contenu canadien** : Le Cabinet a accepté qu'ASC mette en œuvre un projet d'envergure dans le but d'éliminer les politiques d'achat périmées et par des politiques simplifiées qui permettront à l'État d'obtenir le meilleur rapport qualité-prix possible et de satisfaire aux exigences opérationnelles, tout en favorisant le développement industriel au Canada. Les nouvelles politiques entreront en vigueur le 1<sup>er</sup> avril 1992. Sous réserve des engagements pris par le gouvernement canadien dans le cadre des ententes commerciales internationales, on donnera aux fournisseurs de biens et services canadiens un accès exclusif aux marchés d'ASC si la concurrence est assez forte. ASC se fondera sur des règles d'origine claires et uniformes pour déterminer si les biens et les services peuvent être considérés comme étant canadiens.
- Programme des remises d'encouragement** : Le Programme des remises d'encouragement relève de la gamme de services de Distribution des biens de la Couronne. Il vise à inciter les ministères à déclarer plus rapidement leurs biens excédentaires. En avril 1991, le Conseil du Trésor a porté la remise à 100 % du produit de la vente, moins les coûts et commissions du CDBC. Certaines exceptions ont aussi été supprimées. Le Parlement a été saisi d'une proposition visant à modifier la Loi sur les biens de surplus de la Couronne (pages 73, 74).
- Gestion par gamme de services** : Le processus d'examen des gammes de services s'est achevé à la fin de l'exercice 1991-1992. Un nouveau Cadre du plan opérationnel (CPO) fondé sur les gammes de services a été approuvé en 1992 et utilisé pour les plans opérationnels pluriannuels (POP). Ce CPO reflète les responsabilités et les processus de gestion du Ministère et il donne un meilleur aperçu des gammes de services.
- Plan de gestion des immobilisations (PGI)** : Un vaste plan quinquennal de gestion des immobilisations a été élaboré. Ce plan devrait permettre de gérer efficacement l'infrastructure immobilière du Ministère. Les fonds prévus pour le remplacement des immobilisations en 1992-1993 sont évalués à 14,7 millions de dollars. On a commencé à élargir la portée du plan afin qu'il inclue aussi les immobilisations louées.
- Gestion des ressources humaines** : Durant 1992-1993, ASC a non seulement maintenu ses programmes de gestion des ressources humaines, il les a aussi élargis; parmi eux figurent le Plan de mise en valeur des ressources humaines, le Service d'orientation professionnelle, le renforcement et la décentralisation de la formation, l'expansion du Programme d'aide aux employés dans les régions et l'élargissement du Programme de reconnaissance et de récompense.
- Système de rémunération de la fonction publique** : Dès 1996-1997, ce système fournira aux employés du Ministère chargé des programmes d'exploitation et les paramètres connexes prescrits dans les lois et les politiques. Il permettra un accès en direct et sera exploité à partir des bureaux de paye et d'avantages sociaux des ministères clients. Des économies pouvant aller jusqu'à 22 millions de dollars seront réalisées en 1997-1998. Les économies potentielles seront présentées lors de la prochaine soumission au Conseil du Trésor pour les étapes de la création et de l'installation.



- **Organismes de service spéciaux (OSS) :** Conformément aux principes de FP 2000, les trois organismes de service spéciaux d'ASC, le Groupe Communication Canada (GCC), Conseils et Vérification Canada (CVC) et l'Office des normes générales du Canada (ONGC), ont continué d'élaborer et d'appliquer de nouvelles méthodes de prestation des services, en y intégrant une orientation commerciale.
- **Acquisitions 2000 :** Le projet Acquisitions 2000 vise à fournir une réponse stratégique à une série de préoccupations quant au rôle futur d'ASC dans le domaine des acquisitions gouvernementales. L'équipe responsable du projet continue de redéfinir les méthodes et infrastructures utilisées pour acquérir des biens ou des services. Des moyens technologiques seront utilisés pour améliorer les méthodes d'achat et intégrer les besoins du gouvernement en matière de gestion des ressources d'information. Les changements dans les services d'Acquisition reposent sur trois grands systèmes d'information :
  - le Système électronique de commandes par catalogue (SECC) (pages 39, 56);
  - le Service des invitations ouvertes à soumissionner (voir ci-dessous et aux pages 13, 55);
  - le Système de soutien des décisions en matière d'acquisitions (SSDA) (page 57).
- Le Conseil du Trésor a approuvé le financement partiel du projet pour 1991-1992; pour ce qui est des années subséquentes, c'est le Ministère qui fournira les fonds nécessaires à la réalisation du projet Acquisitions 2000 et des projets connexes.
- **Invitations ouvertes à soumissionner / Commission de révision des marchés publics:** Le processus des invitations ouvertes à soumissionner s'applique maintenant à la plupart des services évalués à plus de 25 000 \$. De plus, les marchés à fournisseur exclusif sont maintenant annoncés avant d'être attribués afin que les fournisseurs qui se sentent lésés puissent contester la décision. Le Cabinet a approuvé un mémoire qui lui a été présenté pour qu'on élargisse l'application du processus des invitations ouvertes à soumissionner à d'autres ministères fédéraux et ententes commerciales autres que l'ALENA, ainsi que les achats assujettis au processus des invitations ouvertes à soumissionner.
- **Gestion de l'information sur les biens (GIB) :** Le projet de gestion de l'information sur les biens est une initiative du Conseil du Trésor. Il vise à fournir l'information nécessaire à la gestion du cycle de vie des biens, à partir de la planification et de l'acquisition des biens jusqu'à leur utilisation et à leur aliénation. Il résultera de ce projet, qui doit s'achever en mars 1993, des modèles d'exploitation, d'information et de données qui, grâce aux progrès technologiques, ouvriront la voie à l'échange électronique de l'information entre les ministères, les gouvernements et le public.



## Planifier et financer la gestion des ressources humaines

- Les activités d'ASC relatives aux ressources humaines doivent tenir compte des facteurs environnementaux tels que FP 2000, la Stratégie ministérielle d'ASC (Regard sur l'avenir), les initiatives du Conseil de mise en valeur des ressources humaines et même des nouveaux besoins des ministères clients en matière de ressources humaines. En raison des pressions internes et externes qui se font sentir dans le domaine des ressources humaines, le Comité de gestion du ministère a approuvé une approche qui sera mise en oeuvre en 1993-1994.

### 3. Initiatives

- **Système d'autorisation électronique de paiements** : Ce système, présentement à l'essai, tentera d'éliminer plus de 500 000 factures d'AAS et du GGC en utilisant un processus de type «réglement au point de vente». Ces factures représentent les principaux règlements interministériels.
- **Réforme des pensions** : Avec l'adoption de la loi en septembre 1992, les procédures et processus appropriés pour l'administration des nouveaux régimes de pension sont en voie de développement.
- **Prestation fiscale pour enfants** : Tel qu'annoncé dans le discours du budget en février 1992, ASC versera la prestation et offrira un service de renseignements relié au Programme de prestation pour enfants. La prestation fiscale pour enfants remplacera les Allocations familiales en janvier 1993.

### 4. Initiatives en cours - le point

Voici les résultats obtenus relativement aux initiatives en cours :

- **Restructuration financière** : Afin de maximiser l'efficacité des services offerts par ASC, on a restructuré, en 1992-1993, les gammes de services des Acquisitions et de la Gestion des transports; ces gammes de services sont maintenant financées au moyen de crédits annuels au lieu d'être payées par les ministères utilisateurs. On a aussi modifié le mode de financement de la gamme de services des Grands projets de l'État de sorte que les services s'y rapportant sont maintenant financés selon la méthode du crédit net. ASC continuera de faire payer aux clients les coûts supplémentaires relatifs à ces services (pages 28, 54, 65, 70).
- **Budgets de fonctionnement** : ASC a commencé à appliquer le concept des budgets de fonctionnement le 1<sup>er</sup> avril 1992, soit un an avant l'application de ce concept à l'échelle de l'administration fédérale, prévue pour avril 1993. Les budgets de fonctionnement ont permis à ASC d'améliorer l'efficacité et l'efficience de ses opérations.

**Réforme des pensions :** En septembre 1992, le projet de loi sur la réforme des pensions a reçu la sanction royale. Les changements aux textes de loi sur les pensions influenceront considérablement sur les systèmes et les processus d'administration des pensions.

## 2. Objectifs de planification

En 1992-1993, ASC a reconfirmé sa décision stratégique d'avoir recours à la technologie pour définir son nouveau rôle comme organisme de services communs. Les quatre objectifs suivants, qu'ASC compte atteindre au cours des prochaines années, découlent de cette décision.

### Maintenir la qualité des services

- ASC travaille, de concert avec les ministères clients, à établir les normes de service sur lesquelles on se fondera pour évaluer annuellement les progrès accomplis. Les rôles et les responsabilités de l'administration centrale et des régions seront rationalisés et simplifiés au maximum afin de fournir les services requis aux endroits déterminés par les clients et les fournisseurs.

### Donner plus de «liberté d'action» grâce à la technologie

- Les systèmes permettront aux clients, aux fournisseurs et au personnel d'ASC d'accéder directement aux données et aux connaissances expertes. De cette façon, ASC remettra le contrôle des activités administratives aux gestionnaires fonctionnels et aux gestionnaires de programme, de même qu'aux employés travaillant dans les ministères et les bureaux d'ASC, mais il veillera à ce que les exigences fonctionnelles prévues dans les lois et les politiques soient respectées. ASC veillera aussi à ce que tous les fournisseurs éventuels du gouvernement aient accès à un système ouvert, transparent et équitable.

- Au fur et à mesure qu'ASC introduira de nouvelles technologies, les gestionnaires clients pourront, à partir de leurs postes de travail, avoir accès aux services et aux systèmes d'ASC grâce à plusieurs plates-formes intégrées à un réseau.

### Renouveler la culture organisationnelle

- La culture d'ASC poursuivra son évolution en 1993-1994 en favorisant la reconnaissance et la récompense des employés pour leurs initiatives et leur acceptation de responsabilités additionnelles, en encourageant le travail de groupe et en étant équitable envers les employés selon l'esprit de FP 2000 et de la mission d'ASC.

## Accès aux marchés : Pour soutenir la politique gouvernementale visant à inciter les

fournisseurs régionaux à soumissionner des marchés à l'échelle nationale, ASC délaissé les traditionnelles listes de fournisseurs. Pour faire en sorte que l'accès aux marchés publics soit équitable et ouvert, ASC utilisera plutôt les tableaux d'affichage électronique, ce qui donnera à tous les fournisseurs du pays une chance égale de soumissionner. Avec la mondialisation des marchés et compte tenu des efforts déployés par le gouvernement pour rendre le processus d'attribution des marchés plus ouvert et concurrentiel, il est important de veiller à ce que le système d'attribution de contrats soit ouvert, transparent et équitable pour tous les fournisseurs éventuels. Grâce au Service des invitations ouvertes à soumissionner et à l'élargissement du mandat de la Commission de révision des marchés publics, ASC dispose maintenant d'un mécanisme externe de contestation relative aux offres.

**Technologie :** ASC se sert de la technologie pour offrir ses services aux ministères clients et au grand public. Grâce à l'utilisation répandue de micro-ordinateurs puissants et de puces mémoire grande capacité et à l'acceptation d'autres technologies clés telles que les interfaces à objet et les interfaces utilisateurs graphiques, ASC va pouvoir rationaliser la prestation de ses services et changer sa façon de faire des affaires.

ASC va utiliser la technologie pour donner plus de liberté d'action à ses ministères clients, ses fournisseurs et ses employés en mettant à leur disposition des systèmes qui vont leur permettre d'accéder directement aux données et aux connaissances expertes. Il va aussi continuer de simplifier l'accès à ses systèmes en mettant sur pied des réseaux informatiques auxquels les utilisateurs pourront accéder à partir d'un seul point d'entrée ou poste de travail. ASC est en faveur d'une architecture ouverte GI/TI (gestion de l'information / technologie de l'information) à l'échelle de l'administration fédérale, soutenue par des normes et des politiques appropriées. Cette architecture ouverte va faciliter l'interopérabilité des systèmes d'ASC et de ceux des clients.

**Politique concernant les services communs :** Le Conseil du Trésor a approuvé, le 16 juillet 1992, la nouvelle politique sur les services communs fondée sur le Livre blanc sur le renouvellement de la fonction publique. La nouvelle politique établit les paramètres sur lesquels vont se fonder les ministères pour négocier des ententes avec les organismes de services communs ou demander de ne pas être assujettis aux politiques du Conseil du Trésor. ASC procédera à un examen de ses services obligatoires pour déterminer dans quelle mesure il pourrait rendre ces services facultatifs et il élaborera un plan d'action pour mise en œuvre en 1993-1994.

**Gestion de l'information :** ASC reconnaît que l'information qu'il détient est une ressource précieuse. C'est pourquoi il mettra à la disposition des intéressés les ressources d'information requises pour soutenir la mission, les objectifs, les produits et les services du Ministère, accroître l'utilisation et le partage de l'information, assurer la gestion du cycle de vie de l'information détenue par ASC et de toute l'information des clients dont ASC a la garde, faire en sorte que les politiques, la terminologie et les pratiques de gestion de l'information soient comprises dans tout le Ministère et fournir une infrastructure de gestion de l'information ministérielle.

**Réduction des dépenses publiques :** La politique actuelle gouvernementale de réduction des dépenses demeurera en vigueur. Elle influera sur la charge de travail liée au processus d'approvisionnement et entraînera une baisse du nombre de contrats de faible valeur. En même temps, les ministères et organismes clients cherchent à accroître l'efficacité de leurs opérations internes et ils s'attendent à ce qu'ASC leur offre des services encore plus efficaces et efficaces qui leur permettront d'atteindre leurs objectifs.

**Fonction publique 2000 (FP 2000) :** Cette initiative consiste entre autres à améliorer les services offerts au public en réduisant la bureaucratie et en mettant l'accent sur le service et sur la «liberté d'action». Les changements culturels requis dans le cadre de FP 2000 démontrent la volonté des clients de contrôler les activités administratives. Grâce aux examens des gammes de services entrepris antérieurement, ASC peut aider à faire en sorte que FP 2000 devienne une réalité, compte tenu de son expertise dans le domaine des systèmes et des banques d'information dont il dispose.

**Prosperité et compétitivité :** ASC s'est efforcé d'accroître la concurrence entre les fournisseurs canadiens en rendant le processus d'approvisionnement encore plus équitable, transparent et accessible. Pour soutenir ces efforts, il a participé à l'initiative de la prospérité du Canada. Un plan d'action et un rapport ont été soumis au comité directeur national chargé d'élaborer une stratégie qui permettrait d'accroître la prospérité du Canada.

Dans son rapport, ASC indique que les principales contributions du Ministère sont le Service des invitations ouvertes à soumissionner, la promotion d'un processus d'examen des acquisitions par une tierce partie, la réforme de la politique d'achat et les innovations technologiques. Le rapport fait aussi mention des efforts déployés par le Ministère pour maintenir un dialogue ouvert avec les différents intervenants afin de suggérer de nouvelles idées qui permettront d'accroître la compétitivité et la prospérité du Canada. Le Programme de promotion des relations avec les fournisseurs, de même que les allocations qui seront prononcées par le Ministre dans le cadre de ce Programme, sont cités comme les principaux moyens pris pour examiner et promouvoir les objectifs, les principaux messages et les thèmes de l'initiative de la prospérité.

**Examen des acquisitions :** Le Conseil du Trésor a approuvé, en juin 1992, une nouvelle politique sur l'examen des acquisitions. C'est dans le cadre de cette politique que fut créé le Comité responsable de la stratégie d'achat (CSA), présidé par ASC. Ce comité est chargé de tenir compte pour chaque achat de la politique de développement industriel et régional et des directives gouvernementales sur les objectifs nationaux. La nouvelle politique a aussi débouché sur l'élaboration d'un Plan d'acquisition à court terme (PACT) qui fait état des projets d'acquisition de plus de 2 millions de dollars prévus pour l'année. Le CSA déterminera parmi ces projets ceux qui peuvent générer des retombées socio-économiques et qui doivent donc être examinés en profondeur par le Comité d'examen des acquisitions. ASC fournira des services de secrétariat et d'analyse et, dans ce contexte, il sera responsable des aspects opérationnels de la politique.



**D. Perspective de planification**

**1. Facteurs externes qui influent sur le Programme**

En tant qu'organisation de services communs offrant des biens et des services aux ministères et organismes gouvernementaux et traitant avec les entreprises canadiennes, ASC est soumis à de nombreux facteurs externes qui influent sur l'orientation de son Programme.

**Orientations stratégiques :** Au mois de décembre 1989, le président du Conseil du Trésor a annoncé la création de deux organismes de service spéciaux (OSS) au sein d'ASC. Plusieurs groupes à l'intérieur du Ministère ont donc été restructurés de façon à constituer Conseils et Vérification Canada et le Groupe Communication Canada. Ces deux entités ont établi avec le Conseil du Trésor de nouveaux rapports qui leur donnent une plus grande marge de manoeuvre et qui leur permettent de fonctionner à la manière d'une entreprise commerciale. Fort de cette expérience, le Ministère a créé un autre OSS le 1<sup>er</sup> avril 1992, soit l'Office des normes générales du Canada.

ASC a continué de chercher d'autres façons de modifier et d'améliorer ses services. Le processus d'examen des gammes de services (EGS) a permis de relever un certain nombre de points stratégiques qui influent sur l'infrastructure administrative du gouvernement et il a eu une incidence sur le programme stratégique du Ministère, tant en ce qui concerne la conception de systèmes que la prestation du service. L'Examen des gammes de services aura aussi permis de trouver de nombreux moyens de rendre le Ministère plus efficient, plus efficace et mieux préparé à exercer ses activités dans un monde en constante évolution. Grâce à l'EGS, le processus entrepris dans le cadre du projet gouvernemental Fonction publique 2000 se poursuivra jusqu'à l'an 2000; il s'agit d'un processus de modernisation et de revitalisation de la fonction publique.

Grâce aux consultations entreprises auprès des ministères clients et du secteur privé, ASC a pu concentrer ses efforts sur des points tels que l'amélioration du service offert aux clients et aux Canadiens en général. En outre, tout au long de l'élaboration de ses plans stratégiques, le Ministère a maintenu d'étroites relations avec les organismes centraux. Voici, à titre d'exemple, quelques-uns des points stratégiques traités :

- exploitation des avantages qu'on pourrait tirer de l'automatisation des services d'information administrative;
- mise en application de nouvelles méthodes de gestion des ressources humaines en faisant appel à l'automatisation, en éliminant les tâches répétitives et en permettant aux employés de relever des défis dans le cadre d'un travail plus stimulant et plus valorisant;

- plus grande «liberté d'action» pour les gestionnaires grâce à l'application des concepts de Fonction publique 2000 (FP 2000);

- élaboration d'une approche coordonnée de l'information, à partir des étapes de la planification et de l'achat des biens meubles jusqu'à celle de l'allégation.



Le Tableau 6 illustre le rapport entre la structure des crédits et la structure des activités.

**Tableau 6 : Comparaison entre la structure des activités et la structure des crédits en 1993-1994**

Autorisations législatives	Fonds renouvelables	Crédits		Activités / Sous-Activités	
		1	5	Services centraux et communs	
				Services centraux:	
				- Gestion bancaire et trésorerie	
				- Comptabilité centrale et rapports	
				- Paiements socio-économiques et autres paiements	
				Services communs:	
				- Acquisitions	
				- Services de rémunération	
				- Distribution des biens de la Couronne	
				- Gestion de l'information	
				- Grands projets de l'État	
				- Services de soutien de l'information de gestion	
				- Approvisionnement en articles stockés	
				- Gestion des transports	
				<b>Administration et soutien du Programme</b>	
				Soutien du Programme:	
				- Soutien à la prestation des services centraux et des services communs	
				- Règlement des contrats	
				- Prix contractuels et examen financier	
				- Sécurité	
				Administration du Programme:	
				- Administration	
				- Politique et planification ministérielles	
				- Finances	
				- Ressources humaines	
				- Gestion du Programme	
				<b>Organismes de service spéciaux</b>	
				- Groupe Communication Canada	
				- Office des normes générales du Canada	
				- Conseils et Vérification Canada	
				Production de défense	

**Fonds renouvelable de Conseils et Vérification Canada : Autorisation de 30 millions de dollars :** Cette autorisation législative permet de financer les services de consultation et de vérification et les services connexes offerts à l'administration fédérale, aux sociétés d'État, aux gouvernements provinciaux et étrangers, aux organismes internationaux, aux organisations sans but lucratif et à d'autres organisations du secteur public. Elle sert aussi à financer les dépenses en capital connexes, les fonds de roulement et les excédents ou pertes accumulé(e)s. Ces services sont offerts aux ministères et aux organismes contre rémunération.

**Fonds renouvelable de la Production de défense - Compte de prêts - Autorisation globale de 100 millions de dollars**

- **Fonds renouvelable de la Production de défense (FRPD) :** Le FRPD aide ASC à assumer les responsabilités précises dans la Loi sur la production de défense en ce qui concerne l'acquisition, le transport et l'entreposage du matériel stratégique et de défense. Les services d'acquisition et de soutien dont a besoin ASC pour s'acquitter de ces responsabilités sont fournis par le Service des approvisionnements.
- **Compte de prêts de la production de défense :** Ce compte vise à consentir des avances de fonds de roulement pour l'élaboration et la mise en oeuvre des projets de défense.

Les activités d'ASC sont financées au moyen de crédits (y compris les crédits nets) et de fonds renouvelables. Les crédits annuels servent à financer les activités du Service des approvisionnements, incluant l'ONGC, et celles du Service opérationnel au gouvernement, ainsi que les services de soutien connexes. Ils couvrent les coûts, moins les droits d'utilisation appropriés. Le Fonds renouvelable des services facultatifs sert à financer les activités de l'Approvisionnement en articles stockés (AAS) et du Centre de distribution des biens de la Couronne (CDBC) ainsi que certains coûts de produits. Les activités des organismes de service spéciaux (Conseils et Vérification Canada et le Groupe Communication Canada) sont financées respectivement au moyen du Fonds renouvelable de CVC et du Fonds renouvelable du GGC. Les coûts liés à ces fonds sont recouvrés auprès des ministères et organismes selon une tarification approuvée.

#### Crédits 1 et 5 - Crédits pour le Programme d'Approvisionnements et Services :

Ces crédits fournissent le financement requis pour les programmes du receveur général ayant trait aux services bancaires et aux services de paiement, à la tenue des comptes centraux du gouvernement et à la préparation des rapports pertinents; ils servent aussi à financer les services liés à la rémunération, au personnel, aux finances, à l'administration et aux initiatives de soutien de l'approvisionnement. Par suite de la restructuration financière du Fonds renouvelable des approvisionnements définie dans le Budget des dépenses principal de 1992-1993, ces crédits sont aussi utilisés pour soutenir les Acquisitions, la Gestion des transports et les Grands projets de l'État. Les recettes sont imputées au Crédit 1 par autorisation du parlement. Le Crédit 5 est utilisé pour les dépenses en capital. La restructuration financière en 1992-1993 a fait en sorte qu'environ 137 millions de dollars ont été soustraits du Fonds renouvelable et ajoutés au Crédit.

#### Autres crédits législatifs : Ces fonds comprennent 51 000 \$ pour le traitement et

l'allocation pour automobile accordés au ministre et 32,4 millions de dollars pour les contributions aux régimes d'avantages sociaux des employés visés par le Crédit 1.

#### Fonds renouvelables

##### Fonds renouvelable des Services facultatifs - Autorisation de 100 millions de

dollars : Cette autorisation législative permet de financer les acquisitions et la fourniture des biens et services liés à l'Approvisionnement en articles stockés (AAS), au Centre de distribution des biens et autres services. Elle permet aussi de financer les dépenses en capital connexes, les fonds de roulement, ainsi que les excédents ou pertes accumulés(e)s. Ces services sont offerts aux ministères et aux organismes contre rémunération.

##### Fonds renouvelable du Groupe Communication Canada - Autorisation de

100 millions de dollars : Cette autorisation législative permet de financer la fourniture des biens et services d'imprimerie, d'édition, de publicité, de recherche sur l'opinion publique et les divers services de communication dont ont besoin les ministères et organismes. Elle sert aussi à financer les dépenses en capital connexes, les fonds de roulement, ainsi que les excédents ou pertes accumulés(e)s. Ces services sont offerts aux ministères et aux organismes contre rémunération.

Tableau 5 : Ressources en milliers de dollars et en équivalents temps plein pour 1993-1994, réparties par service et par activité

Activité	Organisation	Ministre et receveur général du Canada	Sous-ministre et sous-receveur général du Canada	Sous-ministre adjoint Service de la politique et de la planification ministérielle	Sous-ministre adjoint Service des approvisionnements	Sous-ministre adjoint Service de gestion de l'information	Sous-ministre adjoint Service opérationnel au gouvernement	Sous-ministre adjoint Service des finances et de l'administration *	Directeur général Service des ressources humaines	Directeurs généraux régionaux	Groupe Communication Canada **	Office des normes générales du Canada	Conseils et Vérification Canada	
	\$	ETP	\$	ETP	\$	ETP	\$	ETP	\$	ETP	\$	ETP	\$	ETP
Services centraux et services communs	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
Soutien et administration du Programme	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
Organismes de service spéciaux	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
Montants nets	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167	13,006	167	89	31	61	471	318	383	10,835	2,255	16	
	13,006	167												

\* Comprend les dépenses et les équivalents temps plein imputables au Cabinet du ministre et au bureau du sous-ministre.  
 \*\* Comprend les dépenses pour les initiatives de soutien des approvisionnements.

## Office des normes générales du Canada (ONGC)

L'Office des normes générales du Canada (ONGC) est devenu un organisme de service spécial le 1<sup>er</sup> avril 1992. Il offre, entre autres, des services d'élaboration et de publication de normes, de gestion de la qualité, ainsi que des services professionnels. Son directeur exécutif relève du sous-ministre adjoint du Service des approvisionnements (page 97).

## Conseils et Vérification Canada (CVC)

L'organisme de service spécial Conseils et Vérification Canada a été créé le 1<sup>er</sup> avril 1990. Il offre toute une gamme de services de consultation et de vérification à l'administration fédérale, aux sociétés d'État, aux gouvernements provinciaux et étrangers, à des organismes internationaux, aux organisations sans but lucratif et à d'autres organismes du secteur public. Pour ce qui est des services de vérification, ils comprennent les vérifications de conformité, d'attestation et d'optimisation des ressources et d'autres services connexes (page 98).



En 1991-1992, les bureaux des approvisionnements de la Direction générale du Centre ont émis quelque 40 000 documents d'achat ou documents contractuels d'une valeur de 550 millions de dollars. Les bureaux des approvisionnements ont également fourni aux ministères fédéraux des articles stockés d'une valeur approximative de 65 millions de dollars. Le Centre de distribution des biens de la Couronne a vendu pour plus de 9 millions de dollars de biens excédentaires. Au cours du même exercice, les bureaux de services se sont acquittés des fonctions du receveur général relatives à la rémunération, aux paiements socio-économiques et aux autres paiements, ce qui a donné lieu au traitement de 90 millions de paiements et à la tenue de plus de 3 millions de comptes clients.

## Direction générale de l'Ouest

La direction générale de l'Ouest dessert les provinces du Manitoba, de la Saskatchewan, de l'Alberta et les Territoires du Nord-Ouest. L'administration centrale de cette Direction générale régionale se trouve à Calgary. La Direction générale de l'Ouest offre tous les services d'ASC grâce à son réseau de bureaux et ses 452 employés. Son budget annuel est de 32 millions de dollars. En 1991-1992, le personnel des achats de la Direction générale de l'Ouest a émis quelque 20 000 documents contractuels d'une valeur approximative de 250 millions de dollars. La gamme de services de Distribution des biens de la Couronne a vendu pour environ 5,9 millions de dollars de biens excédentaires. Au cours de l'année financière, les bureaux de services ont traité quelque 25 millions de paiements.

## Direction générale du Pacifique

Situé à Vancouver, le bureau principal de la Direction générale du Pacifique dessert la Colombie-Britannique et le Yukon. Il est épaulé par des bureaux régionaux situés à Victoria, à Vancouver, à Richmond, à Abbotsford et à Whitehorse. En 1992-1993, la Direction Générale du Pacifique reprend le service d'approvisionnement en articles stockés ainsi que ses activités de commercialisation. La Direction a aussi élaboré, vérifié et introduit de nouveaux modèles de prestation pour le centre de service à la clientèle et mis en pratique une méthode entièrement intégrée de gestion des carrières. Cette méthode avait été élaborée, en 1991-1992, pour toute la Direction générale. La Direction compte aussi transférer dans la région du Pacifique le Groupe de gestion des produits d'imprimante qui relevait de la Direction générale des Systèmes et services d'informatique (SSIB). En décembre 1992, le nouveau module des employés du Système ministériel de gestion du personnel fut mis à l'essai.

## Organismes de service spéciaux

## Groupe Communication Canada (GCC)

Le Groupe Communication Canada (GCC) est un organisme de service spécial qui a vu le jour le 6 juin 1990. Il fournit aux ministères et organismes clients toute une gamme de services, dont des services d'imprimerie, d'édition, de photographie, de présentation audio-visuelle, d'affichage, de publicité, de relations publiques et d'autres services de communication. Pour pouvoir offrir ces services spécialisés, il fait appel à des experts pour tout ce qui a trait aux supports de communication, à la planification, à la planification des besoins et au contrôle de la qualité (page 95).

La Direction générale de l'Atlantique dessert les quatre provinces de l'Atlantique. Elle comprend aussi la Direction des pensions de retraite située à Shediac (Nouveau-Brunswick). Cette Direction administre toutes les pensions et prestations d'assurance des fonctionnaires fédéraux. Grâce à ses 751 employés et à un budget de fonctionnement et un budget d'immobilisations de 268,2 millions de dollars, la Direction générale a passé 29 500 contrats évalués à 17,2 millions de dollars et le Centre de distribution des biens de la Couronne a vendu pour plus de 5,9 millions de dollars en biens excédentaires. La Direction générale de l'Atlantique a aussi effectué 15,3 millions de paiements socio-économiques et autres paiements et envoyé aux fonctionnaires 1,2 million de chèques de paye. La Direction des pensions de retraite et administre 31 1 000 comptes cotisants, 185 500 comptes de pension et 622 000 comptes d'assurance.

## Services à la clientèle en région Direction générale de l'Atlantique

### Direction générale du Québec

La Direction générale du Québec remplit son mandat par l'entremise de deux directions comptant 430 employés. La direction de l'Ouest du Québec est située à l'Île-des-Sœurs, à Montréal, tandis que la direction de l'Est se trouve dans la ville de Sainte-Foy. L'administration centrale de la Direction générale est située à Montréal. La principale fonction de la Direction générale du Québec est de s'assurer que tous les produits et services d'ASC sont fournis, de façon efficace et efficiente, aux clients qu'elle dessert dans toute la province de Québec. Au cours de l'exercice 1991-1992, les bureaux de services de Montréal et de Québec ont émis plus de 35 millions de chèques de prestations, de rémunération, de paiements généraux et de remboursement d'impôt. Au cours du même exercice, la Direction générale du Québec a émis environ 18 000 documents contractuels d'une valeur de 230 millions de dollars. Au cours de l'année, le Centre de distribution des biens de la Couronne, situé à Montréal, a vendu pour 4 millions de dollars de biens et les magasins d'approvisionnement en articles stockés situés à Montréal ont vendu à leurs clients des articles évalués à 3 millions de dollars.

En 1992-1993, la Direction générale du Québec a procédé à une évaluation du marché afin de connaître les besoins et les exigences de ses clients et de prévoir leur réaction à la nouvelle orientation d'ASC. L'exercice 1992-1993 a aussi marqué le début des mesures prises par la Direction générale pour analyser, élaborer et appliquer le concept de centres de service à la clientèle.

### Direction générale du Centre

La Direction générale du Centre comprend l'Ontario, la région de la Capitale nationale (RCN) et la Direction des opérations de la rémunération (DOR). L'administration centrale de la Direction générale du Centre se trouve à Hull, (Québec). La Direction générale du Centre s'acquitte de son mandat grâce à trois directions principales comptant 1 300 employés. De plus, elle aide le gouvernement fédéral à respecter son engagement à l'égard du développement économique dans le Nord de l'Ontario grâce au Programme d'Accès du marché FedNor.

- le receveur général doit également administrer les systèmes de paye, des pensions et d'autres régimes d'avantages sociaux pour la Fonction publique, les Forces canadiennes et la Gendarmerie royale du Canada et administrer les programmes de la sécurité du revenu de Santé et Bien-être social Canada;
- fournir des systèmes et des services personnalisés et offrir des services facultatifs aux ministères et organismes gouvernementaux, dans les domaines des finances et du personnel.

## Service de gestion de l'information (SGI)

Le Service de gestion de l'information (SGI) offre aux clients des ministères gouvernementaux, des organismes centraux et d'ASC des services liés à la gestion de l'information et à la technologie de l'information (GI/IT). Ces services portent principalement sur les systèmes financiers, les systèmes de personnel et de la rémunération, les systèmes socio-économiques et les systèmes de gestion des biens et des approvisionnement conçus pour répondre aux besoins des ministères clients et de l'ensemble de l'administration fédérale (pages 33, 62).

## Service des finances et de l'administration (SFA)

Le Service des finances et de l'administration (SFA) est responsable du soutien et des services de la gestion interne qui englobe les fonctions suivantes : contrôle, finances, administration, sécurité, prix contractuels et examen financier et règlement des contrats (pages 79, 83, 88, 90, 91).

## Service de la politique et de la planification ministérielles (SPPM)

Le Service de la politique et de la planification ministérielles (SPPM) est chargé de soutenir, de faciliter et de communiquer les décisions du Ministère et d'en évaluer l'incidence. Le SPPM voit aussi à ce que les options d'analyse stratégique soient soumises au Comité de gestion du ministère (CGM) d'ASC en consultant le personnel interne et les clients qui se trouvent à l'extérieur du ministère et il élabore les orientations stratégiques du Ministère. Le SPPM fournit aussi une vaste gamme de services intégrés, notamment des services au ministre, au sous-ministre et aux gestionnaires supérieurs, y compris des services de secrétariat, de gestion des vérifications internes, d'évaluation, d'assurance de la qualité des contrats (ACQ) et de mesure du rendement ministériel. Il fournit également des services d'experts et des conseils sur les communications ministérielles internes et externes (page 81).

## Service des ressources humaines (SRH)

Le Service des ressources humaines fournit des services de gestion du personnel aux gestionnaires et aux employés, ainsi qu'une orientation générale sur les stratégies du Ministère concernant les ressources humaines. Voici un aperçu des services offerts : conseils et appui à la direction et aux employés au sujet des relations de travail, planification des ressources humaines et planification des carrières, dotation, classification, langues officielles, perfectionnement des cadres et perfectionnement professionnel, élaboration de programmes et interprétation des politiques (page 85).

Service des approvisionnements (SA)

Le Service des approvisionnements fournit des services d'achat aux ministères pour le compte du gouvernement du Canada. Le portefeuille des Approvisionnements, par l'entremise du Service des approvisionnements et des directions générales régionales, procure 17 000 types de biens et de services par l'entremise des sous-activités ou gammes de services suivantes :

- Acquisitions (page 52);
- Grands projets de l'État (page 64);
- Gestion des transports (page 69);
- Distribution des biens de la Couronne (page 72);
- Approvisionnement en articles stockés (page 74).

Ce service est également responsable de la Planification et de la préparation aux situations d'urgence qui soutient le programme gouvernemental consistant à meubler 34 centres d'urgence du gouvernement et à en maintenir les stocks dans les limites du budget alloué à cette fin, c'est-à-dire 150 000 \$ par année.

Service opérationnel au gouvernement (SOG)

Le Service opérationnel au gouvernement (SOG) est responsable de la gestion et de l'exécution des fonctions du receveur général. Il est aussi chargé d'administrer les services de rémunération et de fournir des services et des produits facultatifs dans les domaines des finances et du personnel. Le portefeuille du Service opérationnel au gouvernement comprend les sous-activités et gammes de services suivantes :

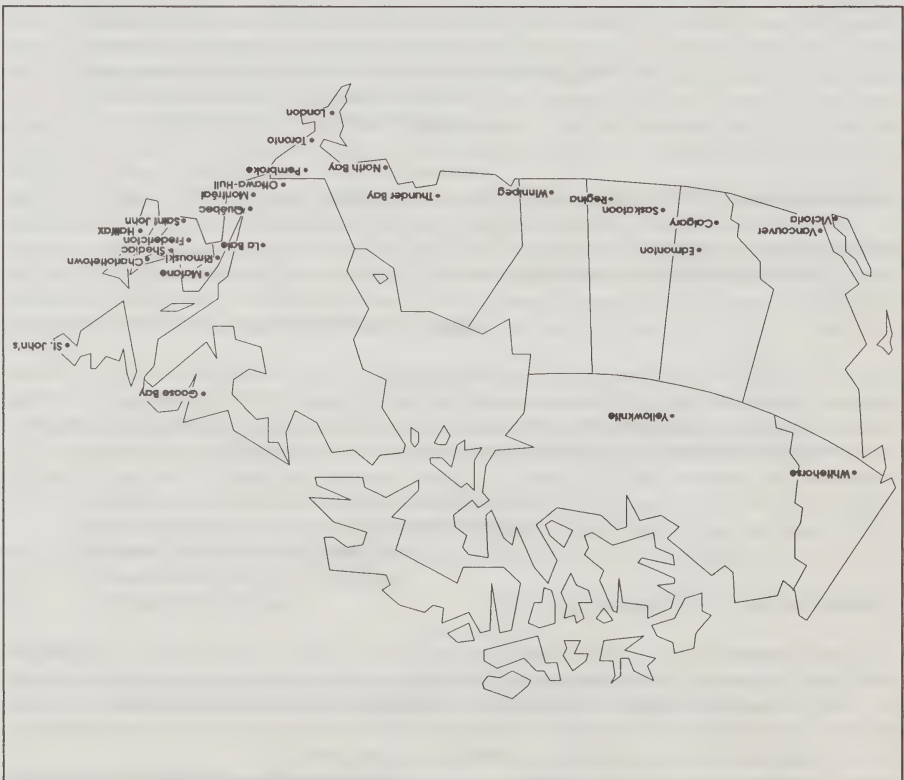
- Gestion bancaire et trésorerie (page 45);
- Comptabilité centrale et rapports (page 47);
- Paiements socio-économiques et autres paiements (page 49);
- Services de rémunération (page 58);
- Services de soutien de l'information de gestion (page 68).

Bon nombre de ces gammes de services sont offerts par l'intermédiaire des directions générales régionales. Voici les principales fonctions du SA :

- la fonction de receveur général qui, sur le plan législatif, émane principalement de la Loi sur l'administration financière, a été confiée à ASC en 1969. La Loi exige du ministre des Approvisionnements et Services, en sa qualité de receveur général du Canada, qu'il assume certaines responsabilités bancaires en ce qui a trait aux deniers publics reçus et déboursés par le gouvernement du Canada, ainsi que la responsabilité de tous les soldes conservés en dépôt à la Banque du Canada ou dans d'autres institutions financières;
- tenir les comptes centraux et établir et publier les Comptes publics et d'autres documents comptables du gouvernement canadien, à fournir les rapports financiers connexes visant l'ensemble de l'administration fédérale, à effectuer des analyses approfondies et à présenter des rapports ponctuels sur la situation et les opérations financières du gouvernement;



Tableau 4 : Opérations d'Approvisionnement et Services

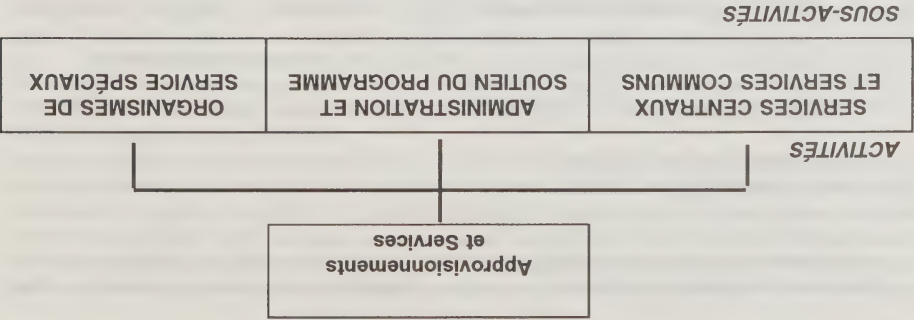


Le Ministère compte cinq groupes organisationnels ayant à leur tête un sous-ministre adjoint (SMA) à qui les directeurs généraux et directeurs rendent compte. Ces services sont les suivants : Service des approvisionnements, Service opérationnel au gouvernement, Service des finances et de l'administration, Service de la politique et de la planification ministérielles et le Service de gestion de l'information. De plus, le Ministère compte cinq directions générales régionales (soit celles de l'Atlantique, du Québec, du Centre, de l'Ouest et du Pacifique), chacune ayant à sa tête un directeur général qui, en raison de l'importance des activités régionales d'ASC, rend compte directement au sous-ministre. Ces services et directions générales régionales fournissent divers services obligatoires et facultatifs à plus de 100 ministères et organismes fédéraux.

Le directeur général du Service des ressources humaines, le président-directeur général de Conseils et Vérification Canada et le président-directeur général du Groupe Communication Canada relèvent aussi directement du sous-ministre. Voici le rôle de ces différentes organisations.



Tableau 3 : Structure des activités du Programme



**Sous-activités**

**SERVICES CENTRAUX**

**ADMINISTRATION**

**SOUTIEN**

**SERVICES COMMUNS**

- Gestion bancaire et trésorerie
- Comptabilité centrale et rapports
- Paiements socio-économiques et autres paiements

- Administration
- Politique et planification ministérielles
- Finances
- Ressources humaines
- Gestion du Programme

- Groupe Communication Canada
- Office des normes générales du Canada
- Conseils et Vérification Canada

- Acquisitions
- Services de rémunération
- Distribution des biens de la Couronne
- Gestion de l'information
- Grands projets de l'État
- Services de soutien de l'information de gestion
- Approvisionnement en articles stockés
- Gestion des transports

- Soutien à la prestation des services centraux et des services communs
- Règlement des contrats
- Prix contractuels et examen financier
- Sécurité

**Structure de l'organisation :** Approvisionnements et Services est un organisme décentralisé. Il a des bureaux importants à travers le Canada, ainsi qu'en Europe et aux États-Unis. La répartition des bureaux d'ASC au Canada est indiquée au Tableau 4.

**Nos clients sont nos collègues** de la Fonction publique. Ensemble, nous optimisons les ressources, préservons l'équité et l'intégrité de l'administration gouvernementale et concourons à la réalisation des objectifs du gouvernement.

**Nous sommes à l'écoute** de nos publics et veillons en tout temps à leur offrir un service de la plus haute qualité, tant du point de vue de l'accessibilité qu'au regard de la souplesse et de l'équité.

**Nous formons une équipe** qui travaille de concert dans le respect et la coopération. Nous communiquons ouvertement, encourageons le développement personnel et professionnel et nous reconnaissons les réalisations.

### 3. Objectif du Programme

Contribuer à optimiser les ressources, à faire respecter les principes d'équité et d'intégrité dans la gestion des affaires publiques et à soutenir les objectifs gouvernementaux en assurant ou en facilitant la prestation d'une vaste gamme de services essentiels de qualité supérieure dans les domaines de l'approvisionnement, du personnel et des finances, afin de permettre aux ministères et organismes de l'État canadien d'atteindre leurs objectifs.

ASC fournit des services communs relatifs aux systèmes financiers et aux systèmes de rémunération et de gestion du personnel et il exerce les fonctions du receveur général pour ce qui est des services de paiement, de perception et de gestion bancaire et de la tenue des comptes du Canada et de la préparation des Comptes publics. ASC fournit aussi des services communs : il s'occupe d'acquiescer les biens et services dont ont besoin les ministères et organismes et d'aliéner le matériel appartenant à l'État. Les organismes de service spéciaux d'ASC offrent tout une gamme de services tels que des services de vérification et de consultation, d'impression et d'édition et d'élaboration de normes. Ces services sont offerts contre rémunération ou ils sont financés au moyen de crédits.

### 4. Organisation du Programme

**Structure des activités** : Le tableau 3 représente la structure des activités et sous-activités d'Approvisionnement et Services Canada. Les sous-activités correspondent aux gammes de services. La gestion par gamme de services permet d'avoir une approche intégrée en ce qui a trait à la planification et à la prestation des services. La plupart des gammes de services comprises dans la sous-activité Services centraux et services communs sont gérées comme deux portefeuilles : celui du Service opérationnel au gouvernement et celui du Service des approvisionnements.

C. Données de base

1. Introduction

ASC est un organisme gouvernemental de services communs. Il est chargé d'acquiescer et de fournir des biens et autres services pertinents à tous les ministères et organismes fédéraux énumérés aux annexes I et II de la Loi sur l'administration financière (LAF) et d'offrir des services administratifs centraux et des services communs (y compris les fonctions du receveur général du Canada). ASC fournit également, sur demande, des services aux organismes énumérés à l'annexe III de la LAF.

«Accès, Équité et Service» est la devise d'ASC. Les activités entreprises par ASC conformément à cette devise ont une incidence sur la vie de millions de Canadiens. Quiconque reçoit des prestations de retraite, un crédit pour taxe sur les produits et services ou des prestations de sécurité de la vieillesse s'attend à recevoir un bon service de la part du receveur général du Canada.

En tant que principal acheteur de l'administration fédérale, ASC a établi une liste de plus de 85 000 fournisseurs canadiens auprès desquels il peut s'approvisionner. Ces fournisseurs, grâce aux nombreuses initiatives du Ministère visant à leur assurer un accès égal aux marchés de l'État, se disputent chaque année des marchés d'une valeur approximative de 8 milliards de dollars portant sur la fourniture de biens et de services. En plus de l'information reliée aux fournisseurs, ASC détient la plupart des renseignements essentiels de l'État et il est reconnu comme un chef de file dans le domaine de l'élaboration de systèmes informatiques et dans l'utilisation de la technologie pour gérer l'information.

2. Mandat / Énoncé de Mission

Mandat

Le ministère des Approvisionnement et Services a été créé le 1<sup>er</sup> avril 1969 par la Loi sur l'organisation du gouvernement. Le cadre légal régissant son activité est constitué par la Loi sur l'administration financière, la Loi de 1970 sur le ministère des Approvisionnement et Services, la Loi sur la production de défense, la Loi sur les biens de surplus de la Couronne, la Loi sur la protection civile et la Loi sur les mesures d'urgence qui lui confèrent des responsabilités, ainsi que par un certain nombre de décrets et de protocoles d'entente. Le Programme d' Approvisionnement et Services est assujéti à la politique gouvernementale sur les services communs.

Énoncé de Mission - Approvisionnement et Services Canada

NOTRE MISSION

consiste à fournir à nos clients des services de premier ordre qui leur permettent d'atteindre leurs objectifs.

**Nous visons l'excellence** en nous mettant à l'écoute des besoins de notre clientèle et en proposant des solutions à la fois souples et innovatrices.

**Explication de l'écart :** Les dépenses réelles sont de 55,8 millions de dollars supérieures au Budget des dépenses de 1991-1992 et sont attribuables aux facteurs suivants :

•	Réciprocité fiscale	39,4
•	Contributions au Régime des avantages sociaux des employés	2,9
•	Dépenses en immobilisations	3,1
•	Réforme des pensions	3,5
•	Système de rémunération de la Fonction publique	10,8
•	Refonte du SRRP et du SIF	(2,1)
•	Initiatives de soutien des approvisionnement	1,4
•	Stratégie de communication pour soutenir les initiatives gouvernementales	16,3
•	Acquisitions 2000	6,4
•	Compressions budgétaires du 26 février 1991	(8,6)
•	Dépenses d'opérations nettes du Fonds renouvelable des approvisionnements	(18,0)
•	Projet de Gestion de l'information sur les biens	0,7
	Augmentation nette	<u>55,8</u>

(en millions de dollars)

- **Accord de libre-échange nord-américain (ALENA) :** Si le Parlement décide de ratifier l'ALENA, ASC devra émettre des directives pour que le processus d'approvisionnement respecte les dispositions du chapitre de l'ALENA portant sur les marchés publics. Les marchés de services ayant une valeur-seuil de 50 000 \$ seront désormais inclus dans l'Accord de libre-échange (ALE) et l'Accord général sur les tarifs douaniers et le commerce (GATT). Communications Canada, Transports Canada et Pêches et Océans Canada (actuellement non visés par le GATT et l'ALE) seront assujettis à L'ALENA (pages 15, 82).

## 2. Examen des résultats financiers

Tableau 2 : Résultats financiers de 1991-1992 (en milliers de dollars)

	Données réelles		Budget principal
	Total	Recettes	Besoins financiers
Services centraux et services communs	580 244	407 742	172 502
Administration et soutien du programme	243 412	30 026	213 386
Organismes de service spécial	413 305	423 473	(10 168)
Réciprocité fiscale	39 396	—	39 396
Total	1 276 357	861 240	415 116
Équivalents temps plein* (ETP)	—	—	8 871
			9 434
			—

\* Pour de plus amples renseignements concernant les équivalents temps plein, veuillez consulter le tableau 43 à la page 102.



ASC a mis sur pied des services efficaces de perception des paiements au titre de la Taxes sur les produits et services (TPS) et il a élargi l'application du dépôt direct à une vaste gamme de paiements du receveur général (pages 38, 51, 60). Il a aussi achevé un projet visant à éliminer les politiques d'achat périmees et superflues (page 32) et il a participé activement aux négociations sur l'Accord général sur les tarifs douaniers et le commerce (GATT) et sur l'Accord de libre-échange nord-américain (ALENA) (page 16).

**Organismes de service spéciaux (OSS) :** Les trois organismes de service spéciaux (Conseils et Vérification Canada, le Groupe Communication Canada et l'Office des normes générales du Canada) progressent bien (pages 31, 36, 94, 97, 98).

**Planification et gestion stratégiques :** Les gestionnaires d'ASC ont continué de mettre l'accent sur la planification stratégique et sur la consultation des employés et des clients afin d'assurer l'intégration et la diffusion efficace des plans. Les orientations stratégiques du Ministère définies dans le document *Regard sur l'avenir*, un outil de communication pour les clients et les employés d'ASC, ont été maintenues. La restructuration financière de plusieurs gammes de services du Fonds renouvelable des approvisionnements a été achevée.

Un nouveau Cadre du plan opérationnel (CPO), d'avantage axé sur les gammes de services que sur l'organisation, a été approuvé en 1992-1993. De plus, un Plan de gestion de l'information dans lequel est défini les stratégies ministérielles envisagées pour le milieu de la décennie a aussi été élaboré (pages 33, 62). Des études spéciales ont abouti à des décisions visant à modifier les opérations d'achat dans la région de la Capitale nationale et à regrouper les centres d'impression de chèques et de mise sous enveloppe à l'échelle nationale.

**L'Énoncé de mission :** Des efforts considérables ont été déployés pour élaborer et promouvoir l'«Énoncé de mission» (page 18) et appliquer les principes de Fonction publique 2000 (pages 32, 61). De plus, l'engagement ferme du Ministère en ce qui a trait à la planification et à la gestion des ressources humaines a fait en sorte que de nouveaux programmes ont été élaborés et une importance accrue a été accordée à la formation et au perfectionnement (pages 35, 37, 39, 86).

**Politique sur la propriété intellectuelle :** Le Conseil du Trésor a mis en application sa nouvelle politique sur la propriété intellectuelle. Cette politique vise à favoriser la commercialisation et l'exploitation de la propriété intellectuelle liée aux travaux de recherche et de développement exécutés dans le cadre des marchés publics. On peut maintenant présumer, à quelques exceptions près, que les droits de propriété intellectuelle appartiennent à l'entrepreneur qui exécute les travaux. En vertu de la politique, l'entrepreneur n'est pas tenu de verser un montant précis pour la propriété intellectuelle ou de partager avec le gouvernement les redevances qui peuvent éventuellement être tirées de l'utilisation de la propriété intellectuelle.

Le SIOS compte devenir un centre multiservice pour ce qui est des projets de marchés de l'État. On essaie présentement d'élargir la portée du SIOS afin d'inclure les perspectives d'achat des autres ministères gouvernementaux et des administrations provinciales, de même que les projets de marchés internationaux dans les pays en voie de développement. Présentement, les fournisseurs peuvent prendre connaissance des projets de marchés par voie électronique et commander les documents de soumission par courrier, par télécopieur. Au début de 1993, on pourra, grâce au SIOS, télécharger tous les documents d'invitation à soumissionner vers les ordinateurs des fournisseurs. La diffusion, par le SIOS, de toute l'information requise pour soumissionner par voie électronique sera un avantage pour les fournisseurs sur le double plan du temps et de main-d'œuvre.

- Les **Préavis d'adjudication de contrat (PAC)**, qui servent à annoncer l'intention de lancer une invitation à soumissionner à une seule entreprise pour l'achat des biens visés par l'ALE ou le GATT, datent de 1991. L'utilisation des PAC pour annoncer son intention de ne pas procéder par voie de concurrence a été élargie en 1992; c'est ainsi que les Préavis d'adjudication de contrat peuvent maintenant être utilisés pour tous les biens et les services d'une valeur supérieure à 25 000 \$.

- **Service de courtage des propositions spontanées** : ASC a établi le Service de courtage des propositions spontanées en collaboration avec Industrie, Sciences et Technologie Canada, dans le but de favoriser la présentation de propositions novatrices dans les domaines des sciences et de la technologie. Ce service vise non seulement à atteindre les objectifs des ministères fédéraux dans les domaines scientifiques et technologiques, mais aussi à respecter d'autres priorités du gouvernement fédéral dont la compétitivité des industries canadiennes, le développement des régions et des petites entreprises ainsi que les priorités économiques.

- **Prestation des services** : ASC a réussi à offrir le niveau de service promis, d'une façon efficace et efficiente, et il a su s'adapter aux changements constants et répondre aux besoins toujours nouveaux des organismes centraux et des ministères clients. Il a toujours comme objectif premier d'offrir un service de qualité.

- **Modernisation** : ASC a fait des progrès importants dans la réalisation des grands projets stratégiques ayant pour but de moderniser les systèmes et services actuels en ayant recours à la technologie dans l'intérêt des ministères clients, des fournisseurs, des organismes centraux et de son propre ministère. De concert avec les différents intéressés, ASC a continué à élaborer des systèmes et services qui lui permettront de répondre aux besoins futurs d'une façon innovatrice et rentable. Parmi les grands projets entrepris, mentionnons le Système de rémunération de la fonction publique, Acquisitions 2000 et la Stratégie d'information financière.

Au cours de 1991-1992 et de 1992-1993, ASC a élaboré de nombreuses méthodes pour améliorer le service et devenir plus attentif aux besoins des Canadiens et des ministères clients. Des colloques sur la façon de faire affaire avec l'Etat ont été tenus d'un bout à l'autre du pays. Le but de ces colloques était d'expliquer aux éventuels fournisseurs le fonctionnement de base du processus d'approvisionnement et de donner de l'information aux fournisseurs d'expérience, que ce soit des conseils sur la façon de s'y prendre pour rédiger une meilleure proposition ou des renseignements détaillés sur le Service des invitations ouvertes à soumissionner. ASC a aussi mis sur pied, de concert avec les ministères clients, un nouveau programme intitulé «Échange d'information stratégique». Grâce à ce programme, ASC a pu se familiariser avec les environnements techniques des ministères dans le but de mieux connaître leurs besoins et leurs exigences et de savoir comment les clients allaient réagir aux modifications de programme proposées ou prévues.

- La Politique sur le contenu canadien** a été mise en oeuvre le 1<sup>er</sup> avril 1992. Cette initiative a permis de remplacer un grand nombre de politiques d'achat périmées et supplantées par une politique qui permettra à l'Etat d'obtenir le meilleur rapport qualité-prix et de satisfaire aux exigences opérationnelles tout en favorisant le développement industriel au Canada. Sous réserve des engagements pris par le gouvernement canadien dans le cadre des ententes commerciales internationales, on donnera aux fournisseurs de biens et services canadiens un accès privilégié aux marchés d'ASC si la concurrence est assez forte. ASC se fondera sur des règles d'origine claires et uniformes pour déterminer les biens et les services qui peuvent être considérés comme étant canadiens.

- Invitations ouvertes à soumissionner** : ASC a progressivement élargi la portée de l'invitation ouverte à soumissionner de sorte qu'elle s'applique maintenant à la plupart des demandes concurrentielles pour des biens valant plus de 25 000 \$ achetés par le Ministère. Le nouveau Service des invitations ouvertes à soumissionner (SIOS), payable par l'utilisateur, a remplacé le Tableau des projets de marchés (TPM) le 1<sup>er</sup> juin 1992. Le SIOS est un système d'information électronique sur les projets de marchés destiné aux fournisseurs. Il comptait plus de 7 000 abonnés et, en octobre 1992, on dénombrait environ 40 nouveaux usagers par jour. Le SIOS envoie entre 500 et 600 documents de soumission par jour aux fournisseurs répartis dans tout le pays et partout dans le monde. La corporation "Information Systems Management", qui exploite le SIOS, diffuse de l'information sur les marchés publics aux abonnés autorisés d'ASC.

Les dépenses prévues pour 1992-1993, au mois de novembre 1992, sont de 51,0 millions de dollars ou 10,0% supérieures à celles inscrites au Budget des dépenses principal de 1992-1993. L'écart de 51,0 millions de dollars s'explique par les principaux facteurs suivants :

Crédits : (en million de dollars)

• Initiatives de soutien des approvisionnements 1.9

• Stratégie de communication pour soutenir les initiatives gouvernementales 63.3

• Compressions budgétaires du 25 février 1992 (4.4)

• Compression du budget des communications (2.5)

• Compressions budgétaires du 2 décembre 1992 (7.5)

• Prime reliée au budget opérationnel 1.4

• Refonte du crédit de 1991-92 pour les fonds opérationnels non-salariaux 3.6

• Financement du projet de l'Institut 1.2

• Restructuration financière - dernier règlement 7.8

• Transfert Statistiques Canada (0.2)

• Contributions au Régime des avantages sociaux des employés (0.9)

• SRFP - CT gel d'affectation (1.9)

• Restructuration financière — Financement du rabais Rider 4.6

66.4

Fonds renouvelables :

• Dépenses opérationnelles nettes des Services facultatifs (0.4)

• Dépenses opérationnelles du GCC 3.0

Autre crédit législatif : 2.6

• Impact de la législation sur la réforme des pensions — Régime des avantages sociaux des employés (18.0)



Les efforts porteront principalement sur le réaménagement des effectifs et sur le recyclage. ASC examine la possibilité d'adapter des politiques sur mesure avec les organismes centraux afin de pouvoir mieux faire face à la réduction importante de ses effectifs et un processus de réaménagement des effectifs est en voie de concrétisation. Les activités de formation et de perfectionnement tiendront compte de la nécessité d'améliorer les compétences de la main-d'œuvre existante et d'aider les personnes touchées par la réduction des effectifs à se trouver un nouvel emploi (pages 35, 37, 86).

## 2. Résumé des besoins financiers

Tableau 1 : Besoins financiers par activité (en milliers de dollars)

Budget des dépenses 1993-1994					
Explications à la page 44	Dépenses nettes		Dépenses nettes		Écart à la page 44
	Prévisions 1992-1993		Dépenses nettes		
Services centraux et services communs	601 998	241 636	360 362	349 921	10 441
Soutien et administration du Programme	113 028	5 718	107 310	197 025	(89 715)
Organismes de service spéciaux	383 711	370 605	13 106	14 321	(1 215)
Total	1 098 737	617 959	480 778	561 267	(80 489)
Équivalents temps plein* (ETP)	9 027		8 993		

\* Pour de plus amples renseignements concernant les équivalents temps plein, veuillez consulter le tableau 43 à la page 102.



- **Examen opérationnel** : Suite à l'examen détaillé mené par une firme de consultants du secteur privé, ASC est à réviser les domaines où des améliorations peuvent être apportées et où des coûts peuvent être réduits. Cet examen s'ajoute aux initiatives déjà en cours afin de développer une nouvelle orientation et un nouveau plan pour le Ministère et de poursuivre la mise en œuvre des changements majeurs aux systèmes.
- **Service de qualité** : ASC continuera de travailler avec les ministères clients à l'élaboration de normes de service sur lesquelles on se fondera pour évaluer périodiquement les réalisations. Les clients et les fournisseurs pourront recevoir des services de qualité à l'emplacement de leur choix.
- **Modernisation** : ASC poursuivra la modernisation de ses systèmes et ses services, l'utilisation des technologies de pointe et l'élaboration et la mise en œuvre de grands projets tels que le Système de rémunération de la fonction publique, la Stratégie d'information financière et Acquisitions 2000. ASC est également en train d'élaborer des procédures afin de soutenir les mesures législatives en matière de réforme des pensions. Grâce à ces initiatives et à d'autres projets, ASC améliorera son service en fournissant aux ministères clients une meilleure information, en leur permettant de mieux contrôler leurs décisions administratives et en facilitant la décentralisation des pouvoirs. Pour de plus amples renseignements, voir les rubriques suivantes :
  - Système de rémunération de la fonction publique (pages 37, 41, 60);
  - Stratégie d'information financière (pages 38, 48, 69);
  - Acquisitions 2000 (pages 36, 56);
  - Réforme des pensions (pages 34, 35, 60).
- **Accès aux marchés** : ASC continuera de moderniser et d'élargir le processus d'approvisionnement en annonçant, à l'échelle nationale, les projets de marchés publics pour faire en sorte que les fournisseurs aient une chance égale de soumissionner les marchés publics et pour faciliter les négociations avec l'État. Ces changements contribueront à accroître la compétitivité et à réduire les coûts d'approvisionnement (pages 13, 14, 32, 33, 36, 55).
- **Priorités en matière de ressources humaines** : ASC élaborera une Stratégie globale des ressources humaines en réponse aux changements majeurs qui surviendront au cours des cinq prochaines années. Cette stratégie témoignera de la volonté ministérielle d'axer la gestion des changements sur la nouvelle culture «liberté d'action», le bien-être des employés et le recrutement, le perfectionnement et le maintien du personnel spécialisé requis pour maximiser le service à la clientèle. L'objectif stratégique du Ministère en matière de ressources humaines est d'avoir, d'ici 1997, et de maintenir des employés bien formés, axés sur le service, dûment habilités et suffisamment nombreux pour soutenir les orientations opérationnelles et stratégiques d'ASC. Les éléments clés de la stratégie sont le recyclage, le maintien, la réorientation et le recrutement des employés.

A. Plans pour 1993-1994

1. Points saillants

Les plans d'Approvisionnement et Services Canada (ASC) pour l'exercice 1993-1994, établis en fonction des grandes stratégies prévues antérieurement consistent entre autres à :

- gérer les restrictions et les effets des mesures de réduction des effectifs;
- revoir les activités d'ASC afin d'apporter des améliorations et de réduire les coûts;
- fournir un service de qualité aux clients et au public;
- moderniser les systèmes, à utiliser des technologies de pointe et à rationaliser les procédures;
- permettre aux fournisseurs d'avoir accès à un système visible, ouvert et équitable;
- répondre aux besoins des employés en améliorant la gestion des ressources humaines.

Des initiatives bien précises sont prévues pour 1993-1994, dans le cadre de ces grandes stratégies. La plupart sont d'ailleurs déjà commencées.

- **Gestion des restrictions** : Pour pouvoir continuer de gérer les restrictions et pour minimiser les effets de la réduction des effectifs de la fonction publique dans un avenir prévisible, ASC poursuivra ses efforts en vue de réduire les frais généraux et d'éliminer les chevauchements, de simplifier et de rationaliser les processus et de réaliser des économies en améliorant la productivité. Les économies serviront, lorsque possible, à financer des priorités stratégiques et opérationnelles clés. Au cours de 1993-1994, ASC continuera aussi de travailler de concert avec le Secrétaire du Conseil du Trésor, d'autres organismes de services communs et les ministères clients afin de clarifier la politique sur les services communs du gouvernement fédéral et son incidence sur le rôle et les services futurs d'ASC (page 32).

Etant donné l'incidence importante de la nouvelle orientation d'ASC sur son organisation et sa main-d'œuvre, on a décidé de modifier le cadre de prestation des services et de réduire le nombre de centres de production. On est aussi en train d'examiner les structures de l'administration centrale afin d'en accroître l'efficacité et d'en arriver à un juste équilibre entre l'administration centrale et les bureaux régionaux.

**B.**

8(Approvisionnement et Services Canada)

## Fonds renouvelables

Budget principal 1993-1994				Budget principal 1992-1993			
(en milliers de dollars)				(recettes)			
Dépenses	Recettes	Dépenses excédentaires					
Services facultatifs /							
166 580	164 294	2 286		560			
Groupes Communication Canada				310 544	310 544	—	(2 326)
Conseils et Vérification Canada				58 147	58 131	16	(660)
Fonds renouvelable de la Production de				—	—	—	—
défense				—	—	—	—
Bénéfices (déficit) de fonctionnement	535 271	532 969	2 302	(2 426)			
Redressement pour en arriver aux	—	—	—	2 473			
besoins de trésorerie nets	—	—	—	—	—	—	—
Total des prévisions — besoins de	—	—	2 302	47			
trésorerie nets							
(en milliers de dollars)							
Services facultatifs	Groupes Communication Canada	Conseils et Vérification Canada	Fonds renouvelable de la				
(2 286)	4 710	500	—				
Bénéfice de fonctionnement prévu							
Éléments hors caisse comptés dans le	462	290	1 114	—			
calcul du bénéfice de fonctionnement	(1 824)	5 000	1 614	—			
Sous-total	(1 824)	5 000	1 614	—			
Augmentation du fonds de roulement	(631)	(4 000)	516	—			
Nouvelles acquisitions d'immobilisations	1 093	9 000	1 114	—			
Total des prévisions — besoins de	2 286	—	16	—			
trésorerie nets							

Programme par activité

Budget principal 1993-1994

Budgétaire

Équivalents temps plein*	Fonction- nement en immobil- isations	Dépenses Palements	Sous-total	Moins: Recettes à valoir sur l'autorisation	Total	(en milliers de dollars)	
						Budget principal 1992-1993	
Services centraux et services communs	5 554	561 177	18 576	2 245	601 998	241 636	360 362
Soutien et administration du Programme	1 520	107 938	5 090	—	113 028	5 718	107 310
Organismes de service spéciaux	1 953	974 153	9 558	—	983 711	370 605	13 106
Equivalents temps plein (ETP)	9 027	1 063 268	33 224	2 245	1 098 737	617 959	480 778
							510 268
							9 404

\* Les chiffres indiquent les équivalents temps plein au complet. Des informations supplémentaires sont  
présentées au tableau 43 : Besoins en personnel (page 102).

Fonds renouvelables

Il y a quatre fonds renouvelables à l'intérieur d'Approvisionnement et Services Canada : Conseils et Vérification  
Canada, le Groupe Communication Canada, Production de défense et Services facilités, composé de trois gammes  
de services: Gestion des transports, Approvisionnement en articles stockés et Distribution des biens de la Couronne.  
Les profits ou les pertes étant calculés selon la méthode de la comptabilité d'exercice, ils ne reflètent pas les besoins  
de trésorerie qui sont inclus dans le Budget des dépenses. Certains éléments qui doivent être pris en considération  
dans le calcul des profits et des pertes ne nécessitent pas de dépenses de trésorerie. Certaines dépenses de  
trésorerie incluses n'ont, quant à elles, aucune incidence sur le solde d'opérations courantes. Ces deux éléments  
peuvent être rapprochés de la façon suivante :



## Autorisations de dépenser

### A. Autorisations pour 1993-1994 — Partie II du Budget des dépenses

#### Besoins financiers par autorisation

Crédits (en milliers de dollars)		Budget principal 1993-1994	Budget principal 1992-1993
----------------------------------	--	-------------------------------	-------------------------------

1	Dépenses de fonctionnement	423 390	438 499
5	Dépenses en immobilisations	22 615	25 451
(L)	Ministre des Approvisionnements et Services		
	Traitement et allocation pour automobile	51	51
(L)	Contributions aux régimes d'avantages sociaux des employés	32 420	46 220
(L)	Fonds renouvelable des Services facilitatifs	2 286	—
(L)	Fonds renouvelable du Groupe Communication Canada	—	—
(L)	Fonds renouvelable de Conseils et Vérification Canada	16	—
(L)	Fonds renouvelable de la Production de défense	—	—
—	Fonds renouvelable des Approvisionnements <sup>1</sup>	—	47
Total du Ministère		480 778	510 268

<sup>1</sup> En 1991-1992, les Services facilitatifs, le Groupe Communication Canada et Conseils et Vérification Canada étaient financés par le Fonds renouvelable des Approvisionnements. À compter du 1<sup>er</sup> avril 1992, ces activités sont financées par des Fonds renouvelables distincts, tel que décrit au tableau ci-haut.

#### Crédits — Libellé et sommes demandées

Crédits (en dollars)		Budget principal 1993-1994
----------------------	--	-------------------------------

1	Approvisionnement et Services	
	Fonctionnement et contributions y compris: a) les dépenses recouvrables au titre du Régime de pensions du Canada, de la Loi sur l'assurance-chômage, du Fonds renouvelable des services facilitatifs; b) autorisation de dépenser les recettes de l'année	423 390 000

5	Approvisionnements et Services — Dépenses en immobilisations	22 615 000
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76	B.	Activité du Soutien et de l'administration du Programme
79	1.	Administration du Programme
79	a)	Sous-activité de l'Administration
81	b)	Sous-activité de la Politique et de la planification ministérielles
83	c)	Sous-activité des Finances
85	d)	Sous-activité des Ressources humaines
87	e)	Sous-activité de la Gestion du Programme
88	2.	Soutien du Programme
88	a)	Sous-activité du Soutien à la prestation des services centraux et des services communs
88	b)	Sous-activité du Règlement des contrats
90	c)	Sous-activité des Prix contractuels et de l'examen financier
91	d)	Sous-activité de la Sécurité
94	Organismes de service spéciaux	
95	1.	Groupe Communication Canada
97	2.	Office des normes générales du Canada
98	3.	Conseils et Vérification Canada
<b>Section III</b>		
101	A.	Aperçu des ressources du Programme
101	1.	Besoins financiers par article
102	2.	Besoins en personnel
103	3.	Dépenses en immobilisations
103	4.	Palements de transfert
104	5.	États financiers des fonds renouvelables
104	a)	Fonds renouvelable des Approvisionnements / Fonds renouvelable des Services facultatifs
105	b)	Fonds renouvelable du Groupe Communication Canada
107	c)	Fonds renouvelable de Conseils et Vérification Canada
109	d)	Fonds renouvelable de la Production de défense
111	6.	Coût net du Programme
112	B.	Tables de concordance
113	<b>Abréviations</b>	
116	<b>Index</b>	

<b>Autorisations de dépenser</b>	
A. Autorisations pour 1993-1994 — Partie II du Budget des dépenses	5
B. Emploi des autorisations de 1991-1992 — Volume II des Comptes publics	8

## Section I

### Aperçu du Programme

A. Plans pour 1993-1994	9
1. Points saillants	9
2. Résumé des besoins financiers	11

### B.

1. Points saillants	13
2. Examen des résultats financiers	16

### C.

1. Introduction	18
2. Mandat / Énoncé de Mission	18

3. Objectif du Programme	19
4. Organisation du Programme	19

5. Méthodes de financement	28
----------------------------	----

### D.

1. Perspective de planification	31
2. Facteurs externes qui influent sur le Programme	31

3. Objectifs de planification	34
4. Initiatives	35

### E.

1. Initiatives en cours - le point	35
2. Mesure du rendement	38

3. Évaluation	39
4. Vérification interne	40

4. Assurance de la qualité des contrats	41
---	----

## Section II

### Analyse par activité et par sous-activité

A. Activité des Services centraux et des services communs	42
---	----

### 1.

Services centraux	45
a) Sous-activité de la Gestion bancaire et de la trésorerie	45
b) Sous-activité de la Comptabilité centrale et des rapports	47

c) Sous-activité des Paiements socio-économiques et autres paiements	49
--	----

### 2.

Services communs	52
a) Sous-activité des Acquisitions	52
b) Sous-activité des Services de la rémunération	58

c) Sous-activité de la Gestion de l'information	61
d) Sous-activité des Grands projets de l'État	64

e) Sous-activité des Services de soutien de l'information de gestion	68
--	----

f) Sous-activité de la Gestion des transports	69
g) Sous-activité de la Distribution des biens de la Couronne	72

h) Sous-activité de l'Approvisionnement en articles stockés	74
---	----

Conçu pour servir de document de référence, le présent Plan de dépenses propose à ses utilisateurs différents niveaux d'information pouvant répondre à leurs besoins.

La Partie III du Budget des dépenses est conçue de manière à permettre la consultation facile de renseignements particuliers dont le lecteur peut avoir besoin. La table des matières comprend un énoncé détaillé du contenu de chaque section et le résumé des besoins financiers, dans la Section I, renferme des renvois aux renseignements plus détaillés figurant dans la Section II. L'index regroupe l'information par sujet. Enfin, le document est émaillé de renvois permettant d'obtenir plus de renseignements sur des points particuliers.

La Partie III de cette année renferme des renseignements et des détails sur les diverses organisations et gammes de services d'Approvisionnement et Services Canada (ASC), qui ont déjà été publiés dans le Rapport annuel du Ministère.

Le Plan comprend trois sections.

La **Section I** donne un aperçu du Programme ainsi qu'un résumé du rendement et des plans actuels. Elle donne aussi une vue d'ensemble du Ministère et fournit des données sur le rendement et les réalisations d'ASC pour l'exercice qui vient de s'écouler. La Section I est précédée de détails sur les autorisations de dépenses provenant de la Partie II du Budget des dépenses et du Volume II des Comptes publics. Le but visé est d'assurer une certaine continuité avec les autres documents budgétaires et de permettre l'évaluation des résultats financiers du Programme pour l'année écoulée.

La **Section II** décrit, en plus de détails, chaque activité et donne, pour chaque sous-activité, les résultats escomptés ainsi que d'autres renseignements clés sur le rendement pour justifier les ressources demandées.

La **Section III** fournit de plus amples précisions sur les coûts et les ressources, ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.





## Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Approvisionnement et  
Services Canada

Budget des dépenses  
1993-1994

Partie III

Plan de dépenses





# Supreme Court of Canada

1993-94  
Estimates



Part III

Expenditure Plan

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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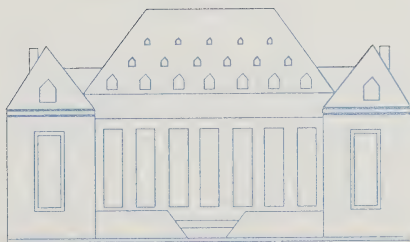


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## **1993-94 Estimates**

### **Part III**

### **Supreme Court of Canada**





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## Preface

This Expenditure Plan is designed to be used as a reference document. As such, it contains several levels of detail to respond to the various needs of its audience.

This plan is divided into two sections. Section I presents an overview of the Program and a summary of its current plans and performance then provides a more detailed description of each activity, including the expected results and other key performance information that forms the basis for the resources requested. Section II provides further information on costs and resources and special analyses that the reader may need to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates. This is to provide continuity with other Estimates documents and to help in assessing the Program's financial performance over the past year.

Material in this document is presented as two activities. The first is *Administration*, which is charged to a voted authority. The second is *Judges' salaries, allowances, and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office*. Because it is funded by statutory payment, not a voted authority, the second cannot be discussed in this document in terms of performance or effectiveness. However, a description is provided in order to present a complete picture of the organization of the Supreme Court of Canada.

It should be noted that, in accordance with the Operating Budget principles, human resource consumption reported in this Expenditure Plan will be measured in terms of employee Full Time Equivalents (FTE). FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

This document is designed to permit easy access to specific information that the reader may require. The Table of Contents provides a detailed guide to the contents of each section. The index gathers information by subject matter. References are made throughout the document to allow the reader to find more details on items of particular interest.

## Table of Contents

### Spending Authorities

Authorities for 1993-94 — Part II of the Estimates	4
--	---

### Section I — Program Overview

A.	Introduction to Program	
1.	Mandate	6
2.	Program Objective	6
3.	Program Description	6
4.	The Supreme Court Appeal Process	6
5.	Program Organization for Delivery	9
6.	Environment	12
7.	Plans for 1993-94 and Recent Performance	17
B.	Program Performance Information	
1.	Summary of Financial Requirements	18
2.	Review of Financial Performance	19
3.	Branch Reports	20
(a)	Office of the Registrar	20
(b)	Legal Affairs Branch	22
(c)	Reports Branch	24
(d)	Library Branch	25
(e)	Finance Branch	28
(f)	Administration Branch	29
(g)	Personnel Branch	30
(h)	Informatics Branch	31

### Section II — Supplementary Information

A.	Profile of Program Resources	
1.	Financial Requirements by Object	32
2.	Personnel Requirements	32
3.	Transfer Payments	33
4.	Net Cost of Program	34
B.	Use of 1991-92 Authorities — Volume II of the Public Accounts	35
C.	Further Information	35
D.	Index	36

## Spending Authorities

### A. Authorities for 1993-94 — Part II of the Estimates

#### Financial Requirements by Authority

Vote	(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates
<b>Supreme Court of Canada</b>			
<b>35</b>	<b>Program expenditures</b>	<b>12,956</b>	11,082
(S)	Judges' salaries, allowances and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office	<b>3,551</b>	3,515
(S)	Contributions to employee benefit plans	<b>858</b>	1,012
<b>Total Agency</b>		<b>17,365</b>	15,609

#### Votes — Wording and Amounts

Vote	(dollars)	1993-94 Main Estimates
<b>Supreme Court of Canada</b>		
35	Supreme Court of Canada — Program expenditures	<b>12,956,000</b>



## Program by Activities

	1993-94 Main Estimates				Total	1992-93 Main Estimates
	Authorized Full Time Equivalents*	Budgetary Operating	Capital	Transfer Payments		
(thousands of dollars)						
Judges' salaries, allowances, and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office	—	2,134	—	1,417	<b>3,551</b>	3,515
Administration	156	13,301	513	—	<b>13,814</b>	12,094
	156	15,435	513	1,417	<b>17,365</b>	15,609
1992-93 FTEs*	147					

\* See Figure 14, page 33, for additional information on Full Time Equivalents (FTEs).



## Section I — Program Overview

### A. Introduction to Program

#### 1. Mandate

The authority to establish a final court of appeal with a wide national jurisdiction was reposed in the Parliament of Canada by section 101 of the Constitution Act, 1867.

The Supreme Court of Canada is charged with fulfilling the mandate stated in sections 35 and 52 of the Supreme Court Act which is to "have and exercise an appellate, civil and criminal jurisdiction within and throughout Canada" and again to "have and exercise exclusive ultimate appellate civil and criminal jurisdiction within and for Canada".

#### 2. Program Objective

The objective of the Supreme Court of Canada is to provide a general Court of Appeal for Canada.

#### 3. Program Description

The operation of the Program of the Supreme Court of Canada (hereinafter referred to as "the Court") requires the provision of a variety of services to the members of the Court, litigants, the legal community, and the public in general.

The Court is the highest court of the land and as such it is one of Canada's most important national institutions. As the final general court of appeal it is the last judicial resort for litigants, either individuals or governments. Its jurisdiction embraces both the civil law of the province of Quebec and the common law of the other nine provinces and two territories.

The Court hears cases from the ten provincial Courts of Appeal and from the Appeal Division of the Federal Court of Canada. In addition, the Court is required to deliver its opinion on any question referred to it by the Governor in Council. The importance of the Court's decisions for Canadian society is well recognized. The Court assures uniformity, consistency and correctness in articulation, development and interpretation of legal principles throughout the Canadian judicial system.

#### 4. The Supreme Court Appeal Process

A brief description of the appeal process is provided to give a context to the Program activities. Figure 1 summarizes the steps of the appeal process. The administrative and research functions that support the appeal process are described in detail in the Branch Reports (see pages 20-31).

The Court comprises the Chief Justice and eight Puisne Judges (puisé meaning literally born or ranked after), all of whom are appointed by the Governor in Council. The Court, sometimes referred to as the Bench, hears appeals from three main sources. In most cases permission to appeal must first be obtained. Such permission, or leave to appeal, is given by





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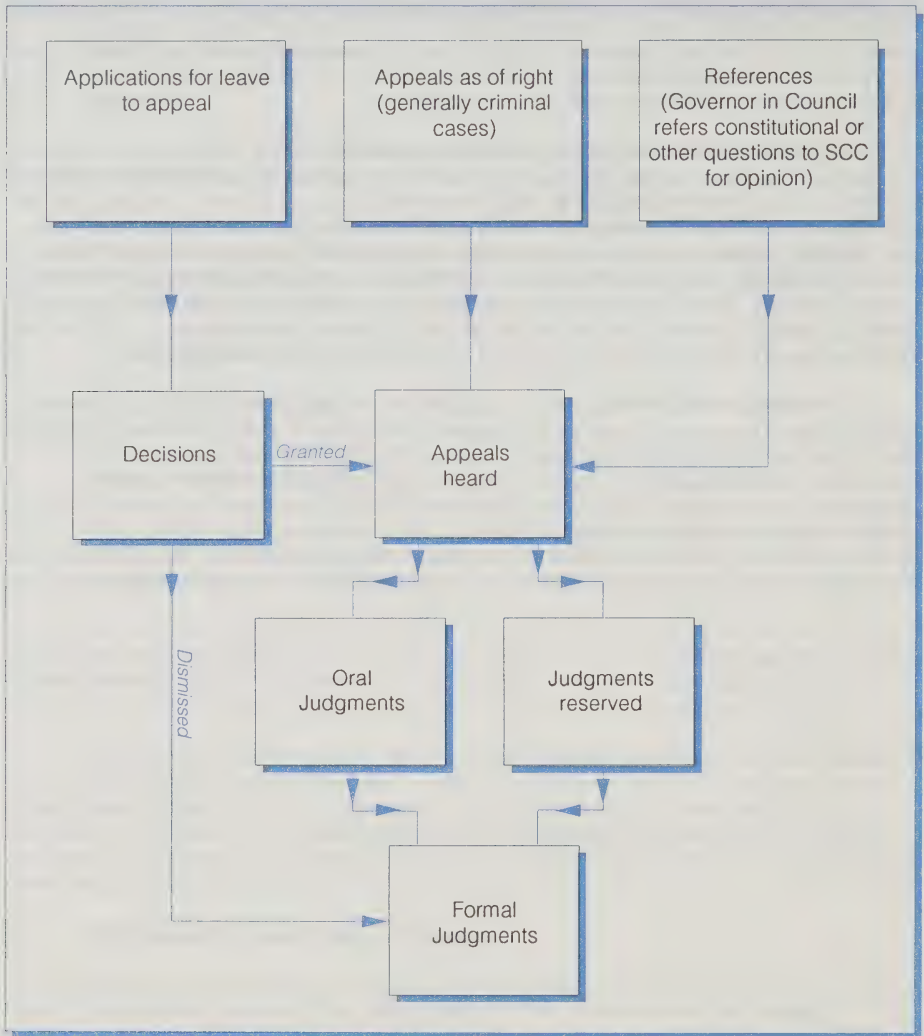
the Court if a case involves a question of public importance or if it raises an important issue of law that warrants consideration by the Court. The second source is when leave to appeal is not required. For example, when in a criminal case the Court of Appeal reverses an acquittal or when a judge of that court dissents on a point of law, it is possible to appeal as of right to the Court. The third source is references by the federal government, whereby the Court is required to give an opinion on constitutional or other questions.

Applications for leave to appeal are usually determined by the Court based on written submissions filed by the parties. However, an oral hearing may be held only when so ordered by the Court. Applications for leave are dealt with by three Judges. If leave is refused, it is the end of the case. If leave is granted, or when a case comes directly to the Court from one of the other sources, written legal arguments and other documentation is prepared and filed by the parties. A hearing of the appeal is scheduled and the Court, as a general rule, allows two hours for such hearings. Before an appeal reaches the hearing stage, numerous motions (such as those requesting an extension of time for the filing of documents) may be brought by the parties. These are usually dealt with by a single Judge, or by the Registrar (see pages 20-21).

The decision of the Court is sometimes given immediately at the end of the argument, but more often it is reserved to enable the Judges to write reasons. When a reserved decision is ready to be delivered, the date for release is announced in advance and reasons for the decision are deposited with the Registrar. However, the Court can pronounce the formal judgment in the courtroom. Reasons for judgments are made available to the parties and to the public in hard copy form and to legal databases in electronic format. As required by its constitutive statute, the Court publishes its decisions in the form of Supreme Court Reports which include all the reasons for judgment rendered by the Court in a given calendar year.



**Figure 1: Supreme Court Appeal Process**



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## 5. Program Organization for Delivery

**Activity Structure:** The Court Program is divided into two activities:

- ❑ **Administration.** The administration activity provides administrative and legal support services to the Judges, litigants, the legal community, and the public in general.

The **key services** provided by this activity to its different clients are as follows:

- Administering the Court in an effective and efficient manner;
- Processing all documents filed by litigants, and recording all proceedings;
- Reporting and publishing the judgments of the Court;
- Managing the Library of the Court;
- Providing assistance and information to all those who wish to use or visit Court facilities;
- Ensuring that the records and history of the Court are preserved and maintained; and
- Restoring and maintaining the heritage aspects of the Supreme Court building.

Certain **key objectives** are pursued in provision of such services and in support of the Court's mission statement, which is "to advance the cause of justice in hearing and deciding, as final arbiter, legal questions of fundamental importance". The key objectives are:

- To promote the best possible decision-making environment for the justices;
- To expedite the processing of hearings and decisions, thereby eliminating unnecessary delays;
- To improve access to the Court;
- To enhance and modernize communications;
- To consolidate and maintain all Court operations within the Supreme Court of Canada building;
- To ensure the Court's independence within the framework of sound public administration;
- To foster flexibility in order to be able to respond to an ever-changing environment; and
- To recruit, develop and retain a high calibre staff.



- ❑ **Judges' salaries, allowances, and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office.** This activity consists of statutory entitlements to the Judges of the Court as provided for in the Judges Act. Although reported as an activity in the financial tables, it is not discussed here in terms of performance or effectiveness.

**Organization structure:** The administration activity is carried out by the Registrar and seven Branches. The Registrar of the Supreme Court of Canada is responsible for the proper administration of all services provided for and by the Court, subject to direction by the Chief Justice of Canada. The Registrar also carries out quasi-judicial duties. The Registrar and the Deputy Registrar are appointed by Governor in Council.

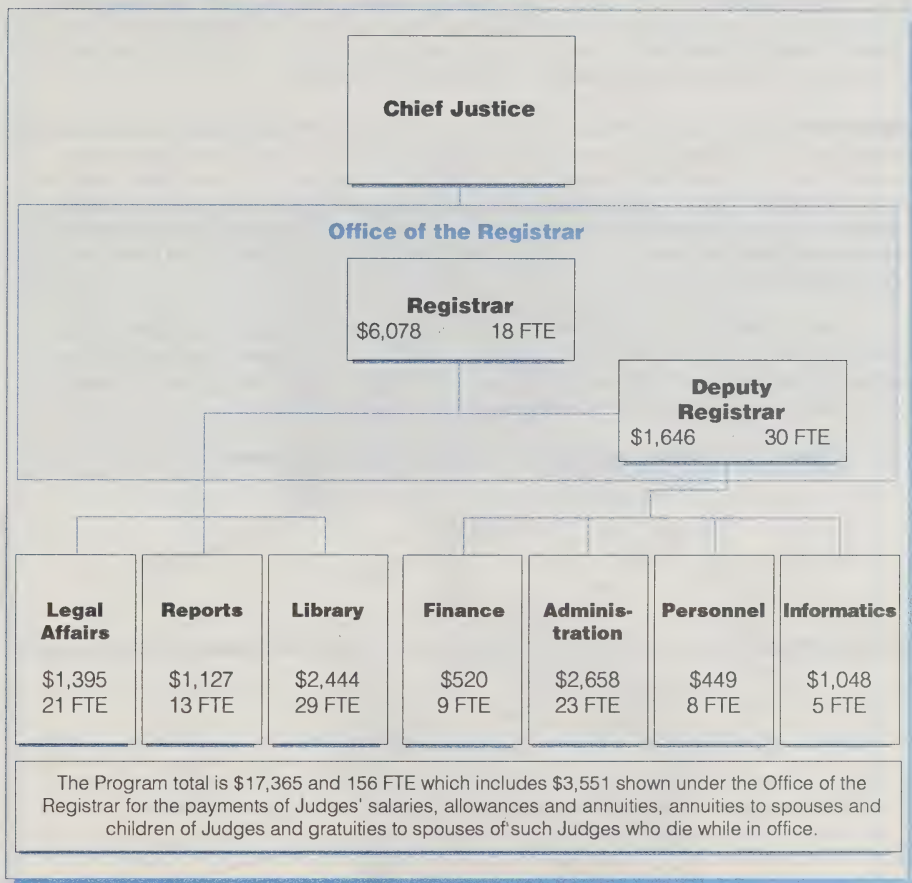
The Branches are:

- ❑ Legal Affairs;
- ❑ Reports;
- ❑ Library;
- ❑ Finance;
- ❑ Administration;
- ❑ Personnel; and
- ❑ Informatics.



Figure 2 shows the organization of the Court and the distribution of its resources for 1993-94. It should be noted that all Program FTEs relate to the Administration Activity.

**Figure 2: Program Organization and Resources**





## 6. Environment

The following factors bear upon the nature and operation of the Court Program.

**Court Restoration:** The temporary relocation of staff and equipment for the construction phase of the Court Restoration (see Administration Branch, page 29), although organized to cause minimal disruption, nevertheless places an extra burden on Court staff to meet required performance levels under sometimes inconvenient circumstances.

**Workload:** The volume and nature of work carried out under the Program is to a large degree dictated by the activities of the Bench. The following charts illustrate by calendar year the volume trends in terms of Bench activities that the Program supports. These charts show the general increase in applications for leave that were submitted and appeals that were heard. Together, the charts show a continuing increase in Bench activities requiring administrative, research and other support from the Program and affecting the workloads of all Branches of the Administration activity.

The substantial increase in the workload of the Court over recent years came about largely as a result of the increase in the number of applications for leave to appeal and the number of appeals heard. Figure 3 shows an increasing number of applications for leave to appeal submitted to the Court in recent years.

**Figure 3: Number of Applications for Leave to Appeal**

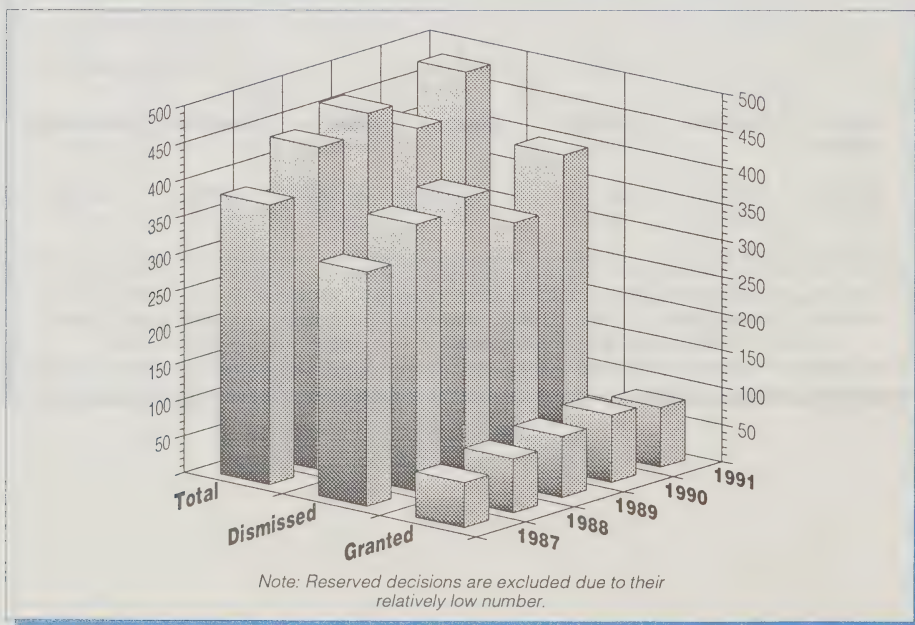


Figure 4 shows the overall increase in the number of appeals heard and the corresponding decrease in the number of remanets, representing the backlog of cases outstanding at the end of each year.

**Figure 4: Number of Appeals Heard**

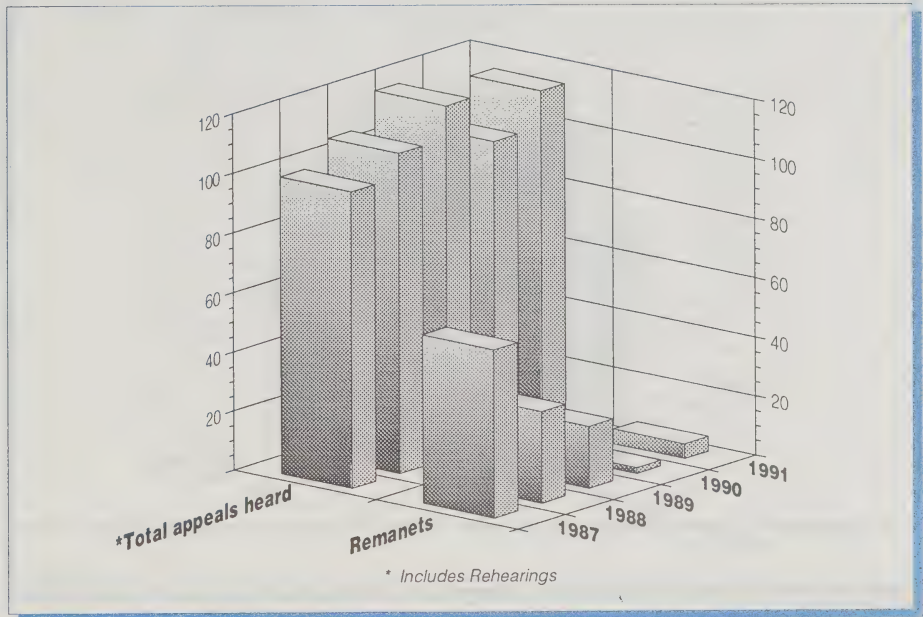
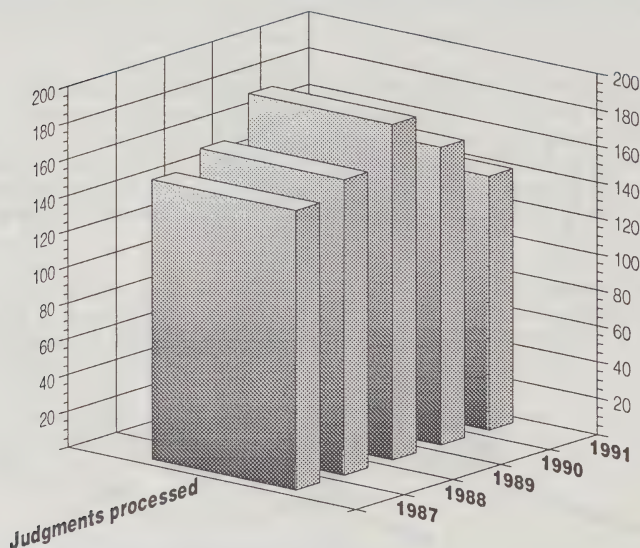


Figure 5 shows stable levels of judgments being processed.

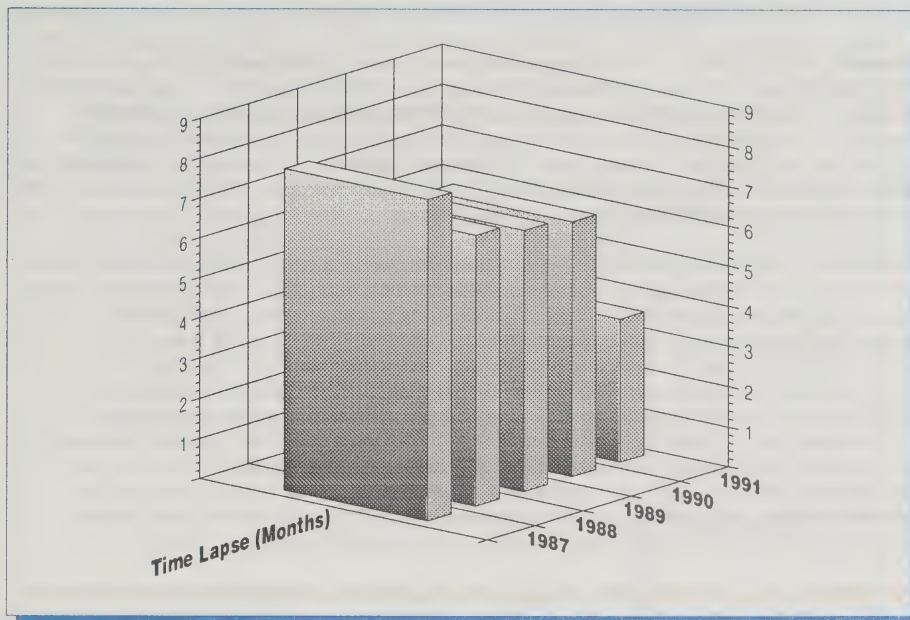
**Figure 5: Number of Judgments Rendered and Cases Awaiting Judgment**



In addition, efforts by the Judges to render their decisions as quickly as possible also have an effect on workloads, both of the Court's staff and of the Judges themselves. During recent years the Bench has pursued a policy of hearing more cases and delivering judgments more quickly. Whereas in the past no time limit was fixed for the hearing of appeals, the Court now as a general rule allows only two hours for a hearing, and has reduced substantially the time taken to deliver judgments. The combined effect of more cases and faster delivery of judgments has been putting growing pressure on the Administration activity.

Figure 6 shows the decrease over recent years in the average length of time between the hearing and the judgment.

**Figure 6: Average Time Between Hearing and Judgment**



**Legislative:** The direction and nature of the Court Program is determined by the Supreme Court Act and other Acts of Parliament, which confer jurisdiction upon the Court. Therefore, the introduction of amendments to any one of these statutes has a direct impact on the Program. In addition the enactment of, or substantive amendment to, any piece of legislation may eventually affect the Program since the Court, as the final arbiter of disputes between citizens or between citizens and governments in Canada, is eventually called upon to settle legal issues that arise as a result of these enactments or amendments.

Passage of the Canadian Charter of Rights and Freedoms, for example, has resulted in a significant increase and shift in workload throughout the Court. Parties in cases involving all areas of the law now often refer to the Charter as being a factor in their case. This requires more of the Court's time in research, analysis and deliberation. The Court has to stay abreast of developments not only in Canada but in other countries with similar Charters of Rights. Because the Charter imposes a new perspective on the interpretation of all existing laws, the Court is dealing with more complex and time-consuming issues than ever before. Charter issues are developing and the lower courts rely upon the leadership of the Court in this vital area.

Charter issues and new developments in the law in the areas of the environment, Northern affairs, and native issues, are having a particular impact upon the Library. The collection must reflect the ethical, moral, medical and philosophical issues that now have bearing upon such cases. In order to provide up-to-date research materials from both Canada





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and other countries, the Library must ask for annual increases over and above that of inflation. Failure to provide these materials could cause a loss of credibility on important and high-profile issues.

**Social:** The continuing increase in cases related to human rights has placed the Court more and more in the public eye. Decisions affect the ordinary citizen in numerous significant ways, making it incumbent upon the Court to present itself clearly and accurately and to set an example as an effective, efficient and humane organization. The Court seeks to attract the highest calibre candidates to its legal and professional positions in performing its leadership role to the Canadian Judiciary, and maintaining its credibility in the eyes of the legal community and the public (see pages 22, 24 and 25).

**Political:** The Court is the apex of the Judiciary, the "third Branch" of the government. The Constitution Act and the Supreme Court Act establish the Court as the final arbiter in all judicial cases, including those which have serious implications for governments. The federal government may ask the Court for an opinion on the constitutionality of any statute.

Current legislation establishes that, for administrative purposes, the Court is a department within the Government of Canada and operates as a department. However, the independence of the judiciary is a fundamental principle underlying the Canadian legal and governmental system. It is of paramount importance that every measure be taken to safeguard judicial independence within the framework of sound public administration. Therefore, a delicate balance must be maintained between the Program's administrative and judicial functions to ensure that the Court's independence is not compromised.

**Economic:** The Supreme Court, like all federal departments and agencies, is affected by the current economic climate and budgetary issues. In response, the Court is exercising restraint in program management while maintaining a high quality of service (see page 19).

**Technological:** The increasing use of automated systems and other technology by the legal community, by clients, and by the media has compelled the Court to be responsive to the need for fast, cost-effective access to the Court and its decisions.

An increase in both the number of cases and their complexity requires the Court to manage a large number of files containing vast quantities of paper documents. The Court has automated its process of reporting to better manage, and allow easier access to, its information holdings via the Case Management System (see pages 22 and 23) and is pursuing automation with the Library Management System (see page 27). Automated systems have been introduced to make the day-to-day operations of the Court more efficient and more cost effective, both in processing appeals and publishing Court decisions, as well as in supporting the research function and management of one of the country's largest legal research library.

With the increased use of technology within the legal and communications communities, Court management has experienced increasing needs for fast access to information and improved communications. With the accrued managerial responsibility and accountability resulting from PS 2000 implementation, there has been a growing need for such communications tools both internally (for information exchange and decision-making) and externally (for rapid access to outside databases and other resources). The Court is introducing new technology in response to this changing climate (see pages 28, 30 and 31).





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**Professional:** The Court is responsive to suggestions from the Bar on ways to expedite or otherwise improve the hearing of cases and processes before the Court. Courts and law offices across the country are being computerized and this will result in changes to the processes within the Court to meet these new requests and to service the information needs of the legal community regarding Court cases (see *Technological*, above).

## **7. Plans for 1993-94 and Recent Performance**

The Court plans to undertake the following projects:

- A major upgrade to existing Court security systems will be undertaken in 1993-94 (see Office of the Registrar, page 21).

The Court is continuing to implement the following:

- Continuation of the Court's plan to modernize and improve all aspects of its operations. The objective is to ensure that services rendered to the legal community and the public are as efficient and accessible as possible. Through this plan, which was initiated in 1986-87, the Court is addressing major issues such as:
  - building fit-up and renovation (Administration Branch, see page 29);
  - systems automation (Library Branch, see pages 25, 27 and 28; and Informatics Branch, page 31); and
  - microfilming of source documents (Legal Affairs Branch, see page 22).



## B. Program Performance Information

### 1. Summary of Financial Requirements

The department estimates total financial requirements of \$17.37 million and 156 FTEs in 1993-94. The administration activity accounts for 79.55% of the total Program expenditures and 100% of the FTEs. A summary of the financial requirements by Branches and activity is presented in Figure 7.

**Figure 7: Financial Requirements by Branches and Activity**

(thousands of dollars)	<b>Estimates 1993-94</b>		<b>Forecast 1992-93</b>		<b>Actuals 1991-92</b>	
	<b>\$</b>	<b>FTE*</b>	<b>\$</b>	<b>FTE*</b>	<b>\$</b>	<b>FTE*</b>
Office of the Registrar	2,527	18	2,469	17	2,332	17
Deputy Registrar	1,646	30	1,215	29	1,149	29
Legal Affairs	1,395	21	1,107	19	933	17
Reports	1,127	13	1,012	12	913	11
Library	2,444	29	2,449	29	2,336	28
Finance	520	9	489	10	582	11
Administration	2,658	23	3,057	20	1,563	19
Personnel	449	8	500	8	485	7
Informatics	1,048	5	718	3	720	3
<b>Total Administration</b>	<b>13,814</b>	<b>156</b>	<b>13,016</b>	<b>147</b>	<b>11,013</b>	<b>142</b>
Judges' salaries, allowances and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office	3,551	—	3,515	—	3,032	—
	<b>17,365</b>	<b>156</b>	<b>16,531</b>	<b>147</b>	<b>14,045</b>	<b>142</b>

\* See Figure 14, page 33, for additional information on human resources.

**Explanation of change:** The financial requirements for 1993-94 are 5.04% or \$834,000 more than the 1992-93 forecast expenditures. This increase comprises:

	<b>\$</b>	<b>FTE</b>
□ Adjustments to salary costs including reductions in Employee Benefit Plan costs	(146)	—
□ Additional resources secured to respond efficiently to the increasing workload	1,405	8



❑	Cuts related to the Government Economic Statement and policy changes	(160)	—
❑	Adjustments to the Judges' salaries, pensions and allowances	36	—
❑	Reductions in the allocated funds to restore the Supreme Court of Canada building.	(301)	—

**Explanation of 1992-93 Forecast:** The 1992-93 forecast (which is based on information available to management as of November 30, 1992) represents an increase of 5.75% or \$922,000 from the 1992-93 Main Estimates level of \$15,609,000. This difference is due to the establishment of frozen allotments pursuant to the February 1991 Budget and the November 1992 Expenditure Freeze, and to additional funds approved for the restoration of the Supreme Court of Canada building.

## 2. Review of Financial Performance

A summary of the department's 1991-92 spending by activity is presented in Figure 8.

**Figure 8: 1991-92 Financial Performance**

(thousands of dollars)	1991-92		Change
	Actual	Main Estimates	
Administration	11,013	11,931	(918)
Judges' salaries, allowances, and annuities; annuities to spouses and children of Judges; and gratuities to spouses of such Judges who die while in office	3,032	3,205	(173)
	14,045	15,136	(1,091)
Human resources*(FTE)	142	144	(2)

\* See Figure 14, page 33, for additional information on human resources.

**Explanation of Change:** The actual financial requirements for 1991-92 were 7.21% less than originally planned. This decrease was due to:

	(\$000)
❑ January 1992 freeze on government operations;	(239)
❑ Savings in salary and operating funds due to delays in some projects such as the Court restoration;	(679)

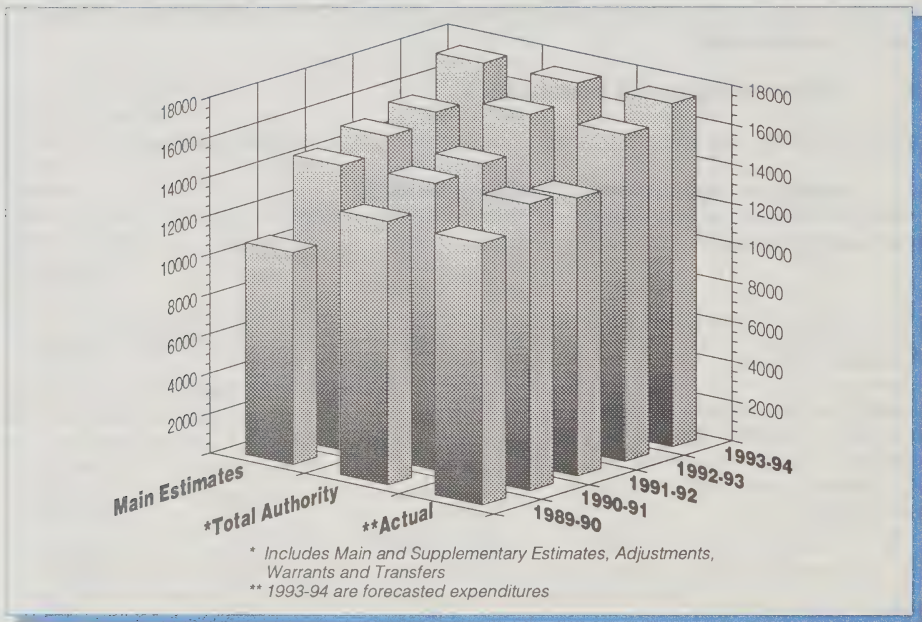


- ❑ Overestimated statutory expenses such as salaries, pensions and relocation expenses for the Judges.

(173)

**Historical Trends:** Figure 9 illustrates the progression of the Court's expenditures year over year in response to the general increase in workload and other factors that influence levels of activity (see *Environment*, pages 12-17). These resources enabled the Court to respond efficiently to the various pressures put upon its operations while at the same time improving the quality of service provided. The noticeable increases since 1989 include the costs of the extensive work carried out under the Court Restoration project, which represents a major portion of program expenditures.

**Figure 9: Program Costs — Historical Trends**



### 3. Branch Reports

#### (a) Office of the Registrar

**Organization:** The Office of the Registrar comprises the Deputy Registrar's Office, the Judges' Chambers, and the Office of the Executive Legal Officer. The Deputy Registrar Branch has been amalgamated with the Office of the Registrar, leaving the Reports Division (formerly part of the Deputy Registrar Branch) as a separate Branch. Directors of the operational functions (Legal Affairs, Library and Reports) report to the Registrar. Directors of the support functions (Finance, Personnel, Administration, and Informatics) report to the Deputy Registrar.



The Registrar administers all matters relating to the Judges' Chambers. The Deputy Registrar is responsible for the Heritage, Law Clerk and Security programs while the Director of the Executive Office administers the audit program. The Deputy Registrar is accountable to the Registrar and must be in a position to act on her behalf when she is absent or to represent her at any function at her request.

**Description:** The Registrar of the Supreme Court of Canada is the Court's Chief Administrator. The Registrar must ensure that the Court is managed and administered effectively through the development and implementation of appropriate management systems and through the engagement and direction of human resources. The Registrar is the administrator of the Judges Act as it applies to the Judges of the Court. The Registrar also exercises quasi-judicial powers, such as the power to extend or abridge time limits for the filing of materials. The Judges' Chambers provide direct and immediate support to the Judges. The Office of the Executive Legal Officer provides support to the Chief Justice's Chambers in areas related to Court activities as well as other responsibilities of the Chief Justice.

**Performance:** The Office of the Registrar, as interface between the executive and the judiciary, fulfilled its role in providing the services required by the Court despite the restraint policies of the government. The workload is determined by the level of activities of the Bench in terms of the number of appeals and judgments to be processed (see page 12). The Court administration was able to meet all its responsibilities in supporting the judicial process, including the unanticipated additional workload generated by the Milgaard Reference.

Oral histories on three former Supreme Court Judges were completed. A historical display was produced for the Entrance Hall to complement the Canada 125 activities. Arrangements were made to donate certain heritage robes to the Canadian Museum of Civilization. The robes of retired former Chief Justice Brian Dickson were placed on display. The public education project was temporarily postponed as a result of current restraint policies.

**Update to previously reported initiatives:** The following progress has been made on the multi-year initiative previously reported:

**Operational Plan Framework (OPF)** (originally identified 1989-90): The management structure of the Court was reviewed and updated in order to provide a more efficient and flexible support to the Court and the Registrar. This initiative is completed.

**Plans:** The Court will undertake a major upgrade of its existing security systems in 1993-94, including installation of a computerized access-control and intrusion-detection system; the purchase of a compatible card imaging system; and implementation of various RCMP recommendations relating to the existing physical characteristics of the Supreme Court of Canada Building. Installation of the system infrastructure is scheduled for completion by the end of 1993-94, for an estimated cost of approximately \$250,000. Ongoing maintenance and periodic upgrades will be required in subsequent years.





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**(b) Legal Affairs Branch**

**Organization:** The Legal Affairs Branch is headed by a General Legal Counsel who reports directly to the Registrar. This Branch consists of three divisions: the Director's Office, Legal Services, and the Process Registry.

**Description:** Legal Affairs is responsible for processing all documents filed by the parties; recording all proceedings in a case; for maintaining the Court's records and microfilming the contents of all court files for archival purposes; and for drafting summaries of court cases which are used by the Court and disseminated to the legal community and the media. In addition, the Branch is responsible for providing legal research services and opinions on jurisdictional, procedural and other matters. The Branch also provides information, advice and assistance to lawyers, the media and the public on matters relating to Court procedure and cases before the Courts; and provides support to the Registrar in dealing with correspondence. Legal Affairs' public information role includes responsibility for guided tours.

**Performance:** During 1991-92, Legal Services lawyers prepared summaries of the 446 applications for leave to appeal heard by the Court or submitted to the Court for adjudication, a decrease of 4.29% from the previous year; and drafted 127 summaries of appeals. The Legal Services Section also drafted 1,539 responses to inquiries regarding Court procedures or services or the status of a case, an increase of 32.8% from the previous year.

Following consultations with the Bar, amendments to the Supreme Court Rules were drafted and approved. Such amendments include a revised notice process for constitutional questions. The application of new rules on time limits is being closely monitored. Extensive work is being carried out in other areas such as stay of execution and remand cases.

An upgrade to the automated Case Management System (CMS) that became fully operational in 1989 continues to improve tracking, scheduling and monitoring of cases brought before the Court. In 1991-92, the number of Court users with access to the CMS was increased to include all 27 law clerks. Additional system upgrades will be introduced to provide increased speed and capacity.

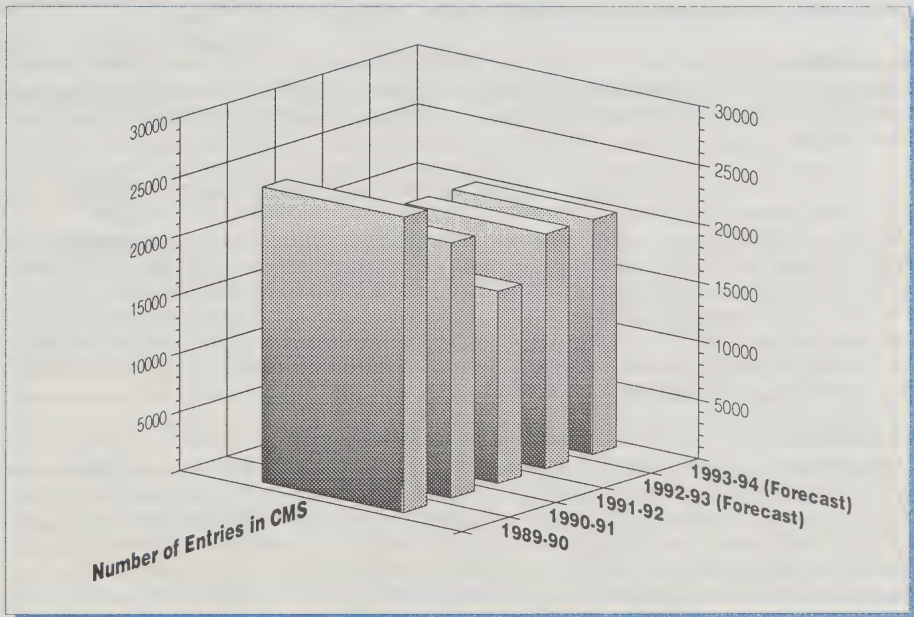
During 1991-92, the Process Registry made 16,680 entries into the CMS database against cases before the Court. A CMS entry is made each time a document is filed by the parties, any judicial activity occurs, or any order is made by the Court regarding a case. The actual and forecast number of CMS entries in recent years is shown in figure 10. In 1989-90 and 1990-91, the number of entries was higher because of the conversion of historical data performed in those years. In 1991-92 there was a return to more normal levels following the exceptional workloads of the previous two years. The forecast increase for 1992-93 is expected to level off in 1993-94.

In 1990-91, the Process Registry began preparations for an ongoing microfilming program to convert all judicial records and documents to a space-saving archival format. In an effort to reduce file preparation costs associated with the microfilming files, the Process Registry has adopted new filing procedures to ensure that the documentation contained in court files can be retrieved more easily for microfilming. The Process Registry also undertook a project in the summer of 1990 to identify those files which had not been microfilmed initially because additional processing was required before the files could be closed. This project was

completed in 1992-93 and the phased microfilming of 1.4 million file documents will begin in 1993-94.

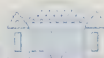
As a result of audit observations some changes have been made to case processing, including changes to file types and classification systems for easier user access. Files identified as no longer active in CMS have been closed, making the index of active files more accurate. Improvements to records management were introduced to restrict and control access to files. An excessive workload in the area of control of Court case files is being addressed in the reorganization and reassignment of duties.

**Figure 10: Number of Entries in CMS**



**Update to previously reported initiatives:** The following progress has been made on the multi-year initiative previously reported.

**Branch Reorganization:** The reorganization of staff and the reassignment of duties within the Legal Affairs Branch began with the creation of the Director's Office in 1990-91, which is responsible for providing administrative support to the Division and managing the Guided Tours Program. The reorganization of Legal Services was completed in 1991-92. The reorganization of the Process Registry, which was delayed pending results of an audit by the Audit Services Group, follows recommendations contained in the audit report and is expected to be settled by the end of 1992-93. The reassignment of duties within the Branch is resulting in a closer collaboration between Legal Services and the Process Registry. Staffed by lawyers,



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Legal Services now can provide the necessary legal advice and support to the Process Registry allowing staff to better serve the Members of the Court, the legal community and the public.

As part of the Court's highlighted plan to improve management structure and the calibre of in-house expertise, and following completion of the reorganization undertaken in the above initiative, the Legal Affairs Branch completed a revision of all job descriptions to achieve an accurate reflection of the work performed by staff. With the approval of a new organization structure reflecting these revisions, this initiative was completed.

### **(c) Reports Branch**

**Organization:** This Branch, formerly part of the Deputy Registrar Branch, was established in January 1992. It comprises two operational activities: editing and publishing.

**Description:** The main responsibility of the Reports Branch is the publication of the judgments of the Court in the form of Supreme Court Reports. This involves many tasks between the circulation of the first draft of reasons and the final printing of the documents in the form of red bound books.

Reasons for judgments are sent to the Reports Branch from the Judges' Chambers. Prior to their release, the judgments are translated, edited, and summarized in bilingual headnotes. Upon release they are used by the legal community, the media and the public at large. The judgments are also made available within minutes of their release to legal databases for dissemination across the country. The Reports Branch has created and maintains a full text data bank of judgments rendered, headnotes, and translations. The Branch also prepares and publishes the Bulletin of Proceedings and news releases outlining the Court's agenda and listing the judgments rendered or to be rendered. It also coordinates publication of the Supreme Court Brochure and special news releases bulletins.

**Performance:** The schedule for release of the decisions of the Court is determined by the Chief Justice of Canada. As explained on pages 12-17, the schedule is affected by factors beyond the control of the Branch. Despite periods of unexpected and heavy growth in volume of decisions issued, especially in 1990, the judgments were processed (edited, summarized and translated) and released on schedule with no loss of quality. This was largely achieved not through additional resources but through significant voluntary effort in terms of extra hours worked by existing staff. This level of performance cannot be construed as a norm. Should unexpected increases in volume occur in future, provision for contract services have been made for 1993-94.

Judgments are published in Supreme Court Reports in both official languages within an average of three months of pronouncement, with an error rate of less than one per cent. The Bulletin is published weekly during Court Sessions and the newswire is issued as required, usually at least weekly. The format of the Bulletin was modified in 1992-93 to make it easier to consult and to reduce the number of printed pages and hence reduce printing costs.

The general upward trend in volume of both the Reports and the Bulletin is an indication of the Court's overall expanding workload. While the volume of judgments is stabilizing, reductions in the time limits for delivery of judgments (see Environment, page 12, and Figure 6, page 15) have had a direct and immediate impact on the Reports Branch.





The Bulletin of Proceedings is now published throughout the year, rather than only when the Court is in session. Negotiations have begun with private-sector organizations to achieve standard licensing agreements for electronic distribution of information. The Translation Bureau will continue to deliver a high level of service through the use of extended internal and external resources.

A preliminary reorganization of tasks, review of classifications, functions and operational needs, as part of the Court's highlighted plan to upgrade resources, has been completed. As a result, there has been an increase in the proportion of professional staff to support staff. Streamlining has been achieved in 1992 through the publication staff's participation in preparation of judgments for release, providing a stop-gap remedy for the temporary shortage of resources within the Branch.

#### **(d) Library Branch**

**Organization:** The Library Branch comprises the Office of the Director and three divisions: Technical Services and Systems; Information and Reader Services; and Computer Research. As of 1992-93, research activities were reassigned between the Library and Legal Affairs Branches, with the Library concentrating on computer-assisted research and Legal Affairs providing research and analysis relating to Court practices and procedures.

**Description:** The Branch is responsible for the development of a high calibre research law library and management and preservation of a collection with the range of authorities required by a court of last resort for both civil and common law. It provides guaranteed access to the legal authorities required by the Court and serves as a research resource for the legal community and for the government. Its major outputs are bibliographic records to provide collection access and control, and information and document delivery in response to or in anticipation of information needs. The Branch also provides expert computer-assisted legal research services for the Court, and administrative support for internal research databases.

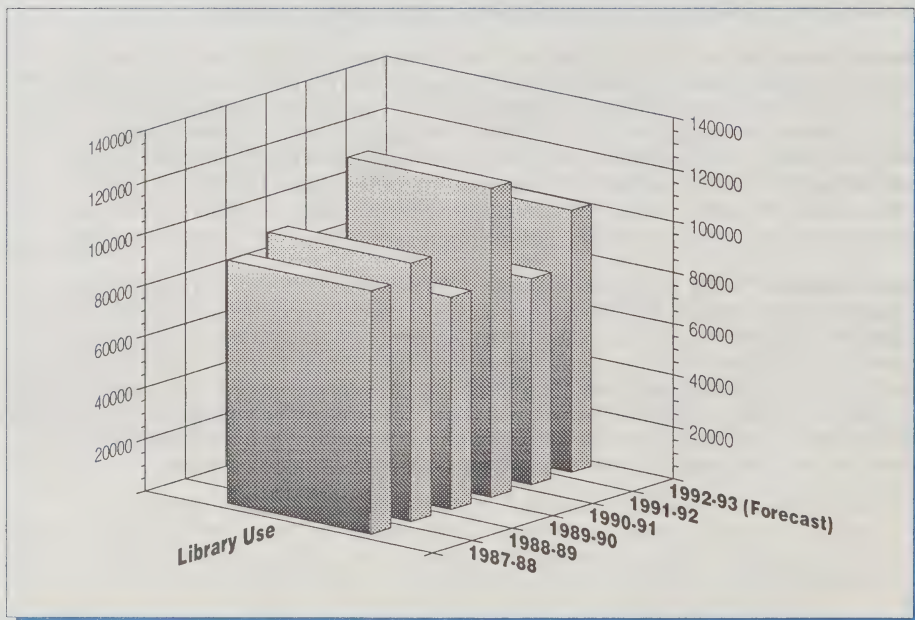
**Performance:** During 1992-93, in response to the transition to electronic research tools and computer-based research, the Library's research unit, consisting of a Research Lawyer and a Database Administrator, concentrated on providing computer-assisted legal research training and support. Desktop access to external legal databases is being provided to staff throughout the Court, and more comprehensive and in-depth training in online research tools was provided to Court researchers. Since new systems and telecommunications technologies are increasingly essential tools in the delivery of library services, an enhanced level of systems expertise was added as well, with the establishment of a library systems management position.



The Library continued to focus efforts on improving service to its users. Access to the collection is being continually upgraded as a retrospective cataloguing project that is increasing the percentage of the collection available online. An internal user survey, conducted in 1992, to assess the Library's collection and services, elicited primarily favourable responses. Any deficiencies identified are being addressed.

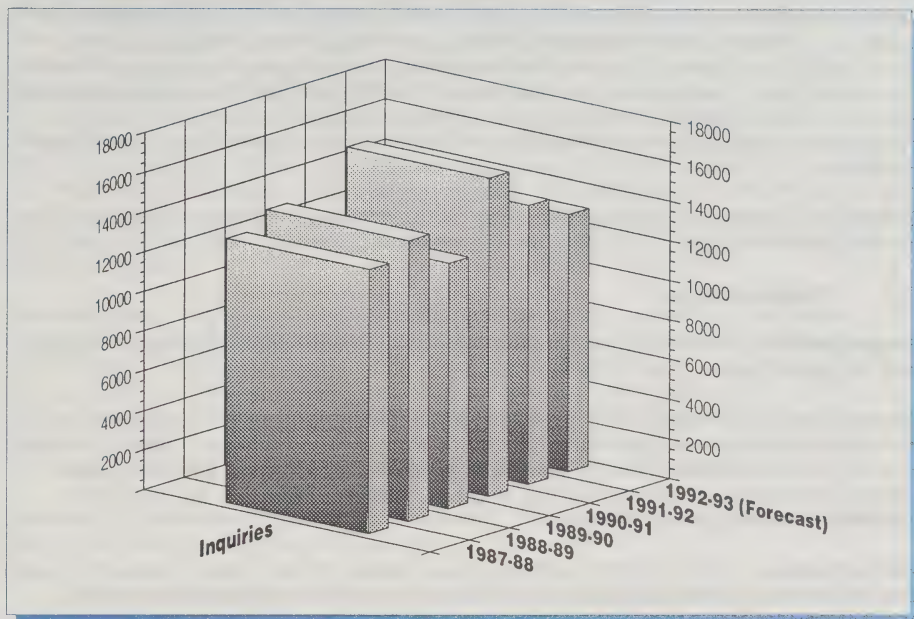
Renovations to Library facilities continue to have a significant effect on the staff workload in the Information and Reader Services Section. While a complement of eight person-years was devoted to this section in 1992-93, staff time spent in planning and executing the movement offsite of a significant portion of the collection is creating an added burden on staff. In addition, a service plan for relocated law clerks, involves setting up a core collection of textbooks in the Annex and providing on-line access to key databases. During the renovation process, the timing of phased relocation of the collection, staff, and services to interim swing space, as well as the maintenance of various offsite locations will continue to affect the number of documents delivered for circulation and in-library use as well as the number of inquiries processed, as indicated in figures 11 and 12.

**Figure 11: Volume Trend for Circulation and In-Library Use**





**Figure 12: Volume Trend for Library Inquiries**



**Update to previously reported initiatives:** The following progress has been made on the multi-year initiatives previously reported.

**Library's Integrated Automation System** (originally identified 1990-91): There are three components to this project: the Office Automation component; the Library Management System component; and the Research component. These are described separately below.

**Office Automation:** This component has been fully implemented and is now in use. A total of 27 workstations link library staff on a local area network, permitting improved communications and more efficient use of software.

**The Library Management System:** Timeframes and options for this component were re-evaluated due to loss of key personnel in the Library and Informatics Branches. The project was consequently delayed for one year. In 1992-93 a library systems project manager was seconded to oversee the implementation of the project, with the procurement process expected to start in January 1993. Phased implementation is planned to begin in September 1993. The estimated cost of acquiring a fully integrated system (all modules) is approximately \$400,000. This cost reflects a reduction in the equipment requirements, since additional staff workstations were installed as part of the Office Automation component (see above).

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**Legal Research:** From 1993-94, research responsibilities will have been reassigned within the Court. The Computer Research Service (the Library's research unit), consisting of a Research Lawyer and a Database Administrator, will be responsible for computer-based research and training and for development and support of legal research databases. This service also advises on the use of new technologies for conducting legal research, administers desktop access to commercial online database services for Court staff, and provides systematic computer-assisted legal research training. Research and analysis relating to Court practice have been assigned to the Legal Affairs Branch. The Library's portion of this initiative is now complete.

**Plans:** Due to the inconvenience imposed by the Court Restoration project, no new initiatives are planned for 1993-94

## **(e) Finance Branch**

**Organization:** This Branch comprises the Office of the Director and two divisions: Planning and Budgetary Control, and Accounting Operations.

**Description:** The Finance Branch provides effective financial services and advice to Court management in order to support and assist them in meeting Program delivery objectives. The Branch also coordinates the Court's program evaluation functions; administers the Judges salaries, pensions, and allowances entitlements; and maintains the accounting of special-purpose monies held in trust accounts.

**Performance:** Management's needs for accurate, timely and accessible financial information and for well-defined financial policies and procedures is now greater than ever before, as a result of increasing demands put upon the Court (see *Environment*, pages 12-17). The Branch's contribution toward meeting such managerial needs resulted in the following major accomplishments.

- ☐ The Security Deposit accounts were automated;
- ☐ A salary management system was added to FMS;
- ☐ A Financial Management Manual was issued;
- ☐ Program evaluation activities were initiated; and
- ☐ Activities were streamlined and decentralized in preparation for the Single Operating Budget regime.

**Plans:** Further improvements planned for 1993-94 include:

- ☐ Automation of judges' pension accounts; and
- ☐ Start of corrective action on audit observations noted in 1992-93.



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## **(f) Administration Branch**

**Organization:** This Branch is made up of the Office of the Director and five divisions: Information Management and Reprographics; Materiel Management; Facilities and Telecommunications; Court Restoration; and Support Services to the Justices. The former Informatics Division was made a separate Branch in 1992-93.

**Description:** The Branch provides administrative support services to the Justices and to employees of the Court. These services, with the exception of those provided to the Justices' Chambers by the Court Attendants, Chauffeur and Chef, are typical of administrative services in other departments. Operations are carried out in compliance with Central Agency Directives. The Director is also the Chief Building Emergency Officer and Chairperson of the Health and Safety Committee.

**Performance:** The Branch, which was established at the end of 1990-91, has planned for its short and long-term staffing requirements. All operating and procurement procedures have been evaluated to meet the Court's needs. More cost efficient measures have been put in place in various areas to minimize delays in providing services such as: printing, materiel (and fleet) and facilities management. Stockroom inventory has been reduced by approximately 30%. Records Management requirements have been assessed. The emergency building organization has been revived, and the procedures were presented to all employees of the Court.

**Update to previously reported initiatives:** The following progress has been achieved on the multi-year initiative previously reported.

**Court Restoration:** (This was originally identified in 1984-85 as the Library's collection and space problem; since then, the project evolved to become the Court Restoration Project in order to meet upgrade requirements throughout the building). The design phase for all components of the project has been completed. The joint submission by the Court and Public Works Canada (PWC) was approved by Treasury Board on April 30, 1992. The Court's component is \$2.9 million to fund the Court Room Restoration and all the necessary moves prior to construction. The Court Room modifications (which included upgraded audio-visual, lighting, and ventilation systems) were completed before the Fall Session of 1992. The swing space portion of the project (i.e. temporary relocation of staff and equipment) began in September 1992. Major construction will be carried out during silent hours (except for the roof replacement component) to minimize disruption to the Court sessions.

**Plans:** The Administration Branch plans to explore means of establishing a procurement and inventory system to enable its Materiel Management staff to effectively conduct their purchasing responsibilities.

As part of its main objectives, the Branch will prepare a five-year maintenance plan for facilities modifications and/or repairs to the building.

The Administration Branch also plans to prepare an Information and Records Management Plan; and, to establish the groundwork for an Administrative Policies Manual.



## **(g) Personnel Branch**

**Organization:** The Personnel Branch is responsible for Classification, Staffing, Pay & Benefits, Official Languages, Staff Relations, Human Resources, Employment Equity, Training, Health and Safety, and Personnel Security.

**Description:** The Branch provides personnel services to the Justices and to employees of the Court. These services, with the exception of the Judges' Compensation, are identical to personnel services in other departments. Operations are carried out in compliance with statutory requirements and Central Agency Directives.

**Performance:** The Branch's efforts toward establishing personnel policies and procedures has resulted in the following accomplishments in 1992-93:

- ☐ Preparation of a Personnel Manual for Court managers;
- ☐ Preparation of an Employee Orientation Booklet;
- ☐ Review of Court positions to establish security status levels; and
- ☐ Preparation of a Judges' Compensation manual.

**Update to previously reported initiatives:** The following progress has been made on the multi-year initiatives previously reported:

**Departmental Personnel Management System (DPMS)** (originally reported 1992-93): A new version of this system is under development by Supply and Services Canada to accommodate various changes in all disciplines of personnel. The introduction of DPMS to the Court was put on hold pending receipt of the updated version.

**Review of personnel needs** (originally identified 1992-93): The review was performed and the areas of responsibility distributed accordingly. This initiative is complete.

**Plans:** The Branch plans to respond to the PS 2000 initiatives as follows:

- ☐ Classification conversions: total conversion to the GE group will be completed by December 1993;
- ☐ Modifications to personnel systems and procedures further to amendments to several acts governing personnel and to various changes in the pay and benefits areas.
- ☐ Social Insurance Number (SIN) will be converted to the Personal Record Identifier (PRI) by October 1993.
- ☐ Automated appraisal form will be introduced.



## (h) Informatics Branch

**Organization:** Formerly a division of the Administration Branch, the Informatics Branch was created in May 1992 to address the increasing demand for computer technology and systems support throughout the Court. The Branch is administered by the Director of Informatics and operates under a portfolio system whereby staff members are assigned responsibility for the informatics requirements of other branches. The Branch has successfully introduced the University Co-op program to assist in day-to-day support functions.

**Description:** The main responsibilities of the Branch are to implement office automation strategies for improved effectiveness and efficiency of Court operations. Informatics supports mini- and micro-computer technologies, local area network administration, computer applications development, and training. Informatics manages the technical support of several in-house systems, hardware/software acquisitions and evaluations, system installations, and connections to external systems. The Branch also co-ordinates planning to meet the automation needs of the Court and manages the disposition and maintenance of its computer systems and networks.

**Performance:** A high turnover of staff during the first six months of 1992-93 resulted in heavy emphasis on staffing of positions and training of new staff. Despite these resource limitations, the Branch was able to increase its level of service. It was able to support the daily operation of more than 150 users, maintain network operations, maintain connections to external systems, and provide priority support to key systems and applications such as the Case Management System (CMS) (see Legal Affairs, page 22). All Court employees now have access to the network, which was achieved through acquisition, installation and connection of 48 new workstations. In addition, the Branch introduced multi-media technologies to meet Library and Publications requirements; installed new communications links; and commenced acquisition of new network hardware and software. Informatics was involved in the moves associated with the Court Restoration Project (see pages 12 and 29), and co-ordinated the technical aspects of the moves to ensure continuation of Court operations with minimum disruption to users. On the management side, the Branch initiated an Informatics Management Plan for 1993-94, developed a network strategy, implemented an inventory management system for all hardware and software in the Court, and developed out-sourcing proposals for the Case Management System. In achieving this level of performance, the Branch has been stretched to the limit of its present resource base.

**Plans:** The Branch intends to pursue the implementation of its network strategy throughout 1993-94. Other major plans are:

- ☐ Continuation of microcomputer replacement program at an estimated annual cost of \$90,000;
- ☐ Out-sourcing other major systems as a means of reducing the support overhead of divergent technologies at an estimated incremental cost of \$35,000;
- ☐ Upgrade of network hardware, software, and operating systems to create Court-wide standards and to improve automated operations.





## Section II — Supplementary Information

### A. Profile of Program Resources

#### 1. Financial Requirements by Object

*Figure 13: Details of Financial Requirements by Object*

(thousands of dollars)	<b>Estimates 1993-94</b>	Forecast 1992-93	Actual 1991-92
Personnel			
Salaries and wages	<b>8,649</b>	7,915	5,906
Contributions to employee benefit plans	<b>858</b>	1,014	1,034
	<b>9,507</b>	8,929	6,904
Goods and Services			
Transportation and communications	<b>928</b>	319	710
Information	<b>344</b>	191	352
Professional and special services	<b>2,158</b>	1,128	973
Rentals	<b>196</b>	119	133
Purchased repair and upkeep	<b>360</b>	1,716	309
Utilities, materials and supplies	<b>1,942</b>	1,909	1,303
Other subsidies and payments	<b>—</b>	—	1,572
	<b>5,928</b>	5,382	5,352
Total Operating	<b>15,435</b>	14,311	12,292
Capital	<b>513</b>	871	619
Transfer Payments	<b>1,417</b>	1,349	1,134
	<b>17,365</b>	16,531	14,045

#### 2. Personnel Requirements

Personnel expenditures account for 54.75% of the Program's total expenditures. It should be noted that the 156 authorized full-time equivalent of the Program are allocated entirely to the Administration activity. A profile of the Program's personnel requirements is provided in Figure 14.



**Figure 14: Details of Personnel Requirements**

	<b>FTE* Estimates 1993-94</b>	FTE Forecast 1992-93	FTE Actual 1991-92	Current Salary Range	1993-94 Average Salary Provision
GIC Appointments <sup>1</sup>	<b>2</b>	2	2	45,600 - 170,500	99,857
Executive <sup>2</sup>	<b>1</b>	1	1	63,300 - 128,900	—
Scientific and Professional	<b>26</b>	20	22	19,163 - 128,900	56,205
Administrative and Foreign Service	<b>35</b>	21	20	14,810 - 79,497	45,784
Technical	<b>39</b>	40	36	14,089 - 86,401	41,383
Administrative Support	<b>41</b>	51	49	16,648 - 48,804	30,021
Operational	<b>12</b>	12	12	17,489 - 9,104	30,501
	<b>156</b>	147	142		

\* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

**Note:** The current salary range column shows the salary ranges by occupations group at October 1, 1992. The average salary column reflects the estimated base salary costs including allowance for collective agreements, annual increments, promotions and merit pay. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

<sup>1</sup>This includes all those at the DM level and all GICs.

<sup>2</sup>This includes all those in the EX-1 to EX-5 range inclusive.

### 3. Transfer Payments

Transfer payments account for 8.21% of the 1993-94 Main Estimates of the Program. Figure 15 presents details on the transfer payments.

**Figure 15: Statutory Payments — Annuities under the Judges Act**

(dollars)	<b>Estimates 1993-94</b>	Forecast 1992-93	Actual 1991-92
Annuities to Spouses and Children of Judges and gratuities to spouses of such Judges who die while in office	<b>1,417,000</b>	1,349,000	1,134,131



#### 4. Net Cost of Program

The Estimates of the Program include only those expenditures to be charged to its voted and statutory authorities. Figure 16 provides other cost items, as well as projected revenues, which need to be taken into account to arrive at the estimated net cost of the Program.

**Figure 16: Total Cost of the Program for 1993-94**

(thousands of dollars)	Main Estimates 1993-94	Add* Other Costs	Total Program Cost	Less** Revenue	Estimated Net Program Cost 93-94	92-93
	17,365	2,536	19,901	200	<b>19,701</b>	20,329

\* Other costs of \$2,536 consist of:

**(\$000)**

<input type="checkbox"/>	estimated costs of accommodation received without charge from Public Works;	2,176
<input type="checkbox"/>	estimated cost of the amount to be paid by Labour Canada for workers' compensation;	33
<input type="checkbox"/>	employee benefits covering the employer's share of insurance premiums and costs paid by the Treasury Board Secretariat; and	311
<input type="checkbox"/>	cheque issue and other accounting services received from Supply and Services Canada.	16

\*\* Revenues of \$200,000 are credited directly to the Consolidated Revenue Fund. They consist of receipts from filing fees, the sale of Supreme Court various publications, the production of photocopies, the transfer from the Security Deposit Account, the Judges' contributions towards annuities and adjustments to previous years expenditures.



## B. Use of 1991-92 Authorities — Volume II of the Public Accounts

Figure 17 shows the 1991-92 variations and the actual use.

**Figure 17: Use of 1991-92 Authorities — Volume II of the Public Accounts**

Vote (dollars)		Main Estimates	Total Available for Use	Actual Use
<b>Budgetary</b>				
<b>Supreme Court of Canada</b>				
40	Program Expenditures	10,987	10,987	<b>9,979</b>
(S)	Judges' salaries, allowances and annuities; and annuities to surviving spouses and children of Judges	3,205	3,032	<b>3,032</b>
(S)	Contributions to employee benefit plans	944	1,034	<b>1,034</b>
(S)	Refund of amounts credited to revenue in previous years	—	—	—
<b>Total Program</b>		15,136	15,053	<b>14,045</b>

## C. Further Information

Further information on the Supreme Court of Canada can be found in the following publications:

- ❑ **The Supreme Court of Canada**, 32pp., published by Minister of Supply and Services 1989. ISBN Number 0-662-56786-2.
- ❑ **The Supreme Court of Canada**, pamphlet.
- ❑ **Supreme Court Reports**, approx. 4000pp.
- ❑ **Bulletin of Proceedings**, approx. 3,000pp.

The Supreme Court Building is open to the public daily. Guided tours are conducted during June, July and August by law students. Arrangement for group visits can be made in advance throughout the year.



## D. Index

Page

### A

Administration Branch	29
Appeal Process	6, 7, 8
Audit	21, 23, 28
Automation	16, 17, 22, 27, 28, 30, 31

### B

Bench	6, 12, 14, 21
-------	---------------

### C

CMS	16, 22, 23, 31
Court Attendants/Chauffeur/Chef	29
Court Restoration	12, 17, 19, 20, 26, 28, 29, 31

### D

Deputy Registrar	20, 21
------------------	--------

### E

Environment	12, 13, 14, 15, 16, 17
Executive Legal Officer	20, 21

### F

Finance Branch	28
----------------	----

### H

Heritage Program	21
------------------	----

### I

Informatics Branch	31
Initiatives	21, 23, 27, 29, 30

### J

Judges Act	10, 21, 33
Judges' Chambers	20, 21





---

**L**

Law Clerks Program	21
Legal Affairs Branch	22, 23, 24
Library Branch	25, 26, 27, 28

**M**

Microfilming	17, 22, 23
--------------	------------

**O**

Office of the Registrar	20, 21
Official Languages	30
Operational Plan Framework (OPF)	21

**P**

Personnel Branch	30
Process Registry	22, 23, 24

**R**

Reports Branch	24, 25
Research Services	22, 25, 27, 28

**S**

Security	17, 21
Supreme Court Act	6, 15, 16















Langues officielles  
Loi sur la Cour suprême  
Loi sur les juges



Processus d'appel  
Programme des clercs  
Programme du patrimoine



Registaire adjoint  
Rénovation de la Cour



Secteur de l'administration  
Secteur de la bibliothèque  
Secteur de l'informatique  
Secteur des affaires juridiques  
Secteur des finances  
Secteur du personnel  
Secteur du recueil  
Sécurité  
Services de recherche  
SGDJ



Vérification

21, 23, 30

30, 31  
26, 27, 28, 29  
32, 33  
22, 23, 24, 25  
29, 30  
31, 32  
25, 26  
17, 21, 22  
22, 26, 28, 29  
16, 23, 24, 32

21  
11, 17, 19, 20, 27, 29, 30, 32

6, 7, 8  
21  
21, 22

31  
6, 15, 16  
10, 22, 35



Agent exécutif



21, 22



Bureau du registraire

21, 22



Cabinets des juges  
Cadre du plan opérationnel (CPO)

21, 22  
22



Enregistrement sur microfilm  
Environnement

17, 22, 23  
11, 12, 13, 14, 15, 16, 17



Greffe

22, 23, 24



Huissiers-audienciers/Chauffeur/Cuisinier

30

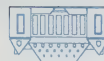


Information  
Initiatives

16, 17, 23, 28, 29, 31, 32, 33  
22, 24, 28, 30, 31

Juges

7, 12, 14, 22





L'édifice de la Cour suprême est ouvert au public tous les jours. Des visites guidées sont organisées en juin, juillet et août par des étudiants en droit. Des visites de groupes peuvent être organisées d'avance tout au long de l'année.

- ☐ **La Cour suprême du Canada**, 32pp., publiée par le ministre des Approvisionnement et Services 1989. Numéro ISBN 0-0662-56786-2.
- ☐ **La Cour suprême du Canada**, brochure.
- ☐ **Recueil des arrêts de la Cour suprême**, environ 4 000 pp.
- ☐ **Bulletin des procédures**, environ 3 000 pp.

Des renseignements supplémentaires sur la Cour suprême du Canada se trouvent dans les publications suivantes :

**C. Renseignements supplémentaires**

Credits (dollars)		Budget principal	Total disponible	Emploi réel
<b>Budgétaire</b>				
40	<b>Cour suprême du Canada</b>	10 987	10 987	9 979
(S)	Traitement, indemnités et pensions des juges, et pensions aux conjoints survivants et aux enfants des juges	3 205	3 032	3 032
(S)	Contributions aux régimes d'avantages sociaux des employés	944	1 034	1 034
(S)	Remboursements de montants portés au poste revenu d'années antérieures	—	—	—
<b>Total du Programme</b>		15 136	15 053	14 045

**Tableau 17 : Emploi des autorisations en 1991-1992 — Volume II des Comptes publics**

Le tableau 17 montre les variations de 1991-1992 et l'emploi réel qui a été fait.

**B. Emploi des autorisations en 1991-1992 — Volume II des Comptes publics**

Le budget des dépenses pour le Programme ne comprend que les dépenses à imputer aux crédits votés et aux autorisations législatives. Le tableau 16 indique d'autres coûts, ainsi que les recettes prévues, qui doivent entrer en ligne de compte dans la détermination du coût estimatif net du Programme.

(en milliers de dollars)	Budget	Plus*	Coût	Coût	Coût esti-
	principal	autres	total du	recettes	matif net
	1993-1994	coûts	Programme		du Programme
	1 7365	2 536	19 901	200	19 701
					20 329
					93-94 92-93

(\$ 000)

2 176	coûts estimatifs des locaux fournis gratuitement par Travaux publics	
33	coûts estimatifs du montant à payer par Travail Canada pour l'indemnisation des accidents du travail	
311	coûts des avantages sociaux des employés comprenant la contribution de l'employeur aux primes d'assurances et les coûts supportés par le secrétariat du Conseil du Trésor.	
16	coûts de l'émission de chèques et d'autres services comptables fournis par Approvisionnement et Services Canada	

Des recettes de 200 000 \$ sont versées directement au Trésor. Il s'agit de recus de frais de dépôts, de la vente des diverses publications de la Cour suprême, de la production de photocopies, du transfert à partir du compte de cautionnement, des contributions des juges à leurs pensions et des rajustements des dépenses des années précédentes.



Tableau 14 : Détails des besoins en personnel

Provision pour le traitement annuel moyen 1993-1994	Echelle des traitements actuelle	ETP Réel 1991-1992	Budget des dépenses 1993-1994		
			ETP Prévu 1993	147	156
			2	2	2
			45 600	170 500	99 857
			1	1	1
			63 300	128 900	—
			22	20	26
			19 163	128 900	56 205
			20	21	35
			14 810	79 497	45 784
			36	40	39
			14 089	86 401	41 383
			49	51	41
			16 648	48 804	30 021
			12	12	12
			17 489	9 104	30 501

Nomination par décret

du Conseil<sup>2</sup>

Scientifique et professionnel

Administration et

service extérieur

Technique

Soutien administratif

Exploitation

\* L'expression «équivalents plein temps» désigne la mesure de l'utilisation des ressources humaines

fondée sur les niveaux moyens d'emploi. L'ETP indique le nombre d'heures de travail fournies par

l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées par les heures de travail

régulières. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor, mais il en est fait état dans la

Partie III du Budget des dépenses au regard des besoins en dépenses de personnel indiqués dans le

Budget des dépenses.

**Note:** La colonne «provision actuelle pour le traitement» indique les échelles de traitement par groupeprofessionnel, en vigueur au 1<sup>er</sup> octobre 1992. La colonne «traitement moyen» indique les coûts salariaux

de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles, les

promotions et la rémunération au mérite. Il se peut que les comparaisons d'une année à l'autre soient

modifiées par les changements qui surviennent au chapitre de la répartition des éléments qui sous-tendent

les calculs.

<sup>1</sup>Ceci inclut tous les sous-ministres et tous les postes dotés par le gouvernement en Conseil à tous les niveaux.<sup>2</sup>Ceci inclut tous les postes des niveaux EX-1 à EX-5 inclusivement.

### 3. Paiements de transfert

Les paiements de transfert représentent 8,21 % du budget principal du Programme pour 1993-1994. Le tableau 15 fournit des détails sur les paiements de transfert.

Tableau 15 : Paiements législatifs — Pensions en vertu de la Loi sur les Juges

(en dollars)			Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992
Pensions aux conjoints et enfants					
des juges et gratifications versées					
aux conjoints des juges qui décèdent					
pendant leur mandat					
			1 417 000	1 349 000	1 134 131



## Section II — Renseignements supplémentaires

### A. Profil des ressources du Programme

#### 1. Besoins financiers par article

Tableau 13 : Détails des besoins financiers par article

(en milliers de dollars)		
Budget des dépenses	1993-1994	
Prévu	1992-1993	Réel
1991-1992		

Personnel	8 649	7 915	5 906
Traitements et salaires			
Contributions aux régimes			
d'avantages sociaux des employés	858	1 014	1 034
Biens et services	9 507	8 929	6 904
Transports et communications	928	319	710
Information	344	191	352
Services professionnels et spéciaux	2 158	1 128	973
Location	196	119	133
Achat de services de réparation et d'entretien	360	1 716	309
Services publics, fournitures et approvisionnements	1 942	1 909	1 303
Toutes autres dépenses	—	—	1 572
Total des dépenses de fonctionnement	5 928	5 382	5 352
Capital	513	871	619
Paiements de transfert	1 417	1 349	1 134
	17 365	16 531	14 045

#### 2. Besoins en personnel

Les dépenses au titre du personnel constituent 54,75 % des dépenses totales du Programme. Il est à noter que la totalité des 156 équivalents temps plein du Programme est attribuée à l'activité Administration. Le tableau 14 présente sous forme schématique les besoins en personnel du Programme.



L'information pour 1993-1994, a élaboré une stratégie de réseaux, a mis en oeuvre un système de gestion des répertoires pour tout le matériel et tous les logiciels de la Cour et a rédigé des propositions favorisant l'impartition pour le Système de gestion des dossiers judiciaires. Pour atteindre son niveau de rendement, le secteur a utilisé au maximum l'ensemble de ses ressources.

**Plans :** Le secteur a l'intention de poursuivre la mise en oeuvre de sa stratégie de réseaux durant toute l'année 1993-1994. Parmi d'autres projets importants, mentionnons :

- ☐ La continuation du programme de remplacement des micro-ordinateurs à un coût annuel estimatif de 90 000 \$
- ☐ L'impartition d'autres systèmes importants comme moyen de réduire le support de technologies divergentes à un coût progressif et estimatif de 35 000 \$
- ☐ L'amélioration du matériel, des logiciels et des systèmes d'exploitation en réseau afin d'établir des normes applicables à toute la Cour et d'améliorer les opérations informatisées.

## Plans : Le secteur prévoit répondre ainsi aux initiatives de FP2000 :

- ☐ Conversions de la classification : la conversion complète au groupe GS sera terminée avant décembre 1993
- ☐ Modifications des systèmes et des procédures en matière de personnel après les modifications apportées à plusieurs lois régissant le personnel et après divers changements dans les domaines de la rémunération et des avantages
- ☐ Le numéro d'assurance sociale (NAS) sera converti en code d'identification de dossier personnel (CIDP) avant octobre 1993
- ☐ Une formule d'évaluation automatisée sera présentée.

## (h) Secteur de l'informatique

**Organisation :** Le secteur de l'informatique, qui était auparavant une division du secteur de l'administration, a été créé en mai 1992 pour répondre à la demande croissante en matière de technologie informatique et de soutien des systèmes informatiques dans tous les secteurs de la Cour. Le secteur est sous la responsabilité du directeur de l'informatique et fonctionne sous un système de portefeuille dans lequel les employés se voient attribuer des responsabilités en fonction des besoins en informatique des autres secteurs. Le secteur a adopté avec succès le programme coopératif établi avec les universités pour l'aider dans les tâches quotidiennes de soutien.

**Description :** Le secteur a comme principale responsabilité de mettre en oeuvre les stratégies d'information du bureau afin d'améliorer l'efficacité des opérations de la Cour. L'informatique supporte les technologies des mini et des micro-ordinateurs, l'administration du réseau local, la croissances des demandes d'ordinateurs et la formation. L'informatique gère le soutien technique de plusieurs systèmes internes, l'acquisition et l'évaluation du matériel et des logiciels. L'installation des systèmes et la connexion avec les systèmes externes. Le secteur coordonne également la planification afin de répondre aux besoins informatiques de la Cour et gère l'agencement et l'entretien de ses systèmes et réseaux.

**Rendement :** Un fort roulement du personnel au cours des six premiers mois de 1992-1993 a fait que beaucoup de temps a été consacré à la dotation des postes et à la formation des nouveaux employés. Malgré des ressources limitées, le secteur a pu augmenter son niveau de services. Il a été en mesure d'appuyer le fonctionnement quotidien de plus de 150 usagers, de maintenir le fonctionnement des réseaux, les connexions avec les systèmes externes et de fournir un soutien prioritaire aux demandes et aux systèmes clés comme le Système de gestion des dossiers judiciaires (SGDJ) (voir les affaires juridiques, page 23). Tous les employés de la Cour ont maintenant accès au réseau, réalisé grâce à l'acquisition, à l'installation et à la connexion de 48 nouveaux postes de travail. De plus, le secteur a introduit des technologies multimédia afin de répondre aux besoins de la bibliothèque et des publications; il a installé de nouveaux liens de communications et a commencé à acquérir du nouveau matériel et de nouveaux logiciels pour l'utilisation en réseau. L'informatique a joué un rôle dans les démenagements liés au projet de rénovation de la Cour (voir pages 11 et 30) et a coordonné les aspects techniques des démenagements afin d'assurer la continuation des opérations de la Cour en minimisant les impacts sur les usagers. Le secteur a amorcé un plan de gestion de



**Plans :** Le secteur de l'administration prévoit étudier les moyens d'établir un système d'approvisionnement et des répertoires afin de permettre à son personnel chargé de la gestion du matériel d'assumer efficacement ses responsabilités.

Dans le cadre de ses principaux objectifs, le secteur élaborera un plan d'entretien de cinq ans pour les modifications à apporter aux installations et les réparations à effectuer à l'édifice.

Le secteur de l'administration prévoit également élaborer un plan de gestion de l'information et des documents, en plus d'amorcer le travail initial en vue de la préparation éventuelle d'un guide des politiques administratives.

## (g) Secteur du personnel

**Organisation :** Le secteur du personnel est responsable de la classification, de la dotation, de la paie et des avantages sociaux, des langues officielles, des relations avec le personnel, des ressources humaines, de l'équité dans l'emploi, de la formation, de la santé et de la sécurité, et de la sécurité du personnel.

**Description :** Le secteur fournit des services de personnel aux juges et aux employés de la Cour. Ces services, à l'exception du traitement des juges, sont identiques aux services en matière de personnel fournis dans les autres ministères. Les activités sont effectuées en conformité avec les exigences législatives et les directives de l'organisme central.

**Rendement :** Les efforts du secteur en vue d'établir des politiques et procédures en matière de personnel ont permis les réalisations suivantes en 1992-1993 :

- ☐ Préparation d'un guide de dotation pour les gestionnaires de la Cour
- ☐ Préparation d'une brochure concernant l'orientation des employés
- ☐ Révision des postes de la Cour visant à établir les niveaux d'autorisation sécuritaire
- ☐ Préparation d'un guide de la rémunération des juges

**Etats des initiatives rapportées antérieurement :** Les progrès suivants ont été réalisés dans le cadre des initiatives pluriannuelles rapportées antérieurement :

**Système ministériel de gestion du personnel (SMGP)** (mentionnée initialement en 1992-1993) : Une nouvelle version de ce système est en préparation pour tenir compte des différentes modifications apportées dans toutes les disciplines du personnel. L'introduction du SGP à la Cour aura lieu lors du parachèvement de sa mise à jour.

**Révision des besoins en personnel** (mentionnée initialement en 1992-1993) : La révision a été effectuée et les domaines de responsabilité ont été répartis en conséquence. Cette initiative a été menée à terme.



**Plans :** Parmi les améliorations supplémentaires prévues pour 1993-1994, mentionnons :

☐ L'informatisation des comptes de pension des juges.

☐ L'amorce de l'action corrective faisant suite aux observations du vérificateur notées en 1992-1993.

## (f) Secteur de l'administration

**Organisation :** Ce secteur est composé du Bureau du directeur et de cinq divisions : gestion de l'information et reprographie; gestion du matériel; installations et télécommunications; rénovation de la Cour; et services de soutien aux juges. L'ancienne division de l'informatique est devenue un secteur distinct en 1992-1993.

**Description :** Le secteur fournit les services de soutien administratifs aux juges et aux employés de la Cour. Ces services, à l'exception de ceux fournis aux cabinets des juges par les huissiers audienciers, le chauffeur et le cuisinier, sont des services administratifs typiques dans les autres ministères. Les activités sont exécutées conformément aux directives de l'organisme central. Le directeur de l'administration est également l'agent de secours en chef de l'édifice et président du Comité de santé et de sécurité.

**Rendement :** Le secteur, qui a été créé en 1990-1991, a planifié ses besoins à court et à long termes en matière de dotation. Toutes les procédures de fonctionnement et d'approvisionnement ont été évaluées afin de répondre aux besoins de la Cour. Des mesures plus rentables ont été prises dans différents domaines afin de réduire le plus possible les délais dans la prestation de services comme l'imprimerie, le matériel (le parc automobile) et la gestion des installations. Les stocks de la réserve ont été réduits d'environ 30 %. On a procédé à une évaluation des besoins en matière de gestion des documents. L'organisation de la sécurité dans l'édifice a été repensée, et les procédures ont été présentées à tous les employés de la Cour.

**État des initiatives rapportées antérieurement :** Les progrès suivants ont été réalisés dans le cadre de l'initiative pluriannuelle rapportée antérieurement.

**Rénovation de la Cour :** (Cette initiative a été mentionnée initialement en 1984-1985 et concernait le problème de la protection de la collection de la bibliothèque et les problèmes d'espace; depuis ce temps, le projet est devenu le projet de rénovation de la Cour pour répondre aux besoins et exigences de l'ensemble de l'édifice). L'étape de la conception est terminée pour toutes les composantes du projet. La présentation faite conjointement par la Cour et Travaux Publics Canada (TPC) a été approuvée par le Conseil du Trésor le 30 avril 1992. La composante de la Cour se chiffre à 2,9 millions de dollars en ce qui concerne le financement de la rénovation de la Cour et de tous les déménagements nécessaires avant les travaux de construction. Les modifications prévues à la salle d'audience (qui comprenaient des améliorations aux systèmes audio-visuels, d'éclairage et de ventilation) ont été terminées avant la session d'automne de 1992. La partie déménagement intérieure du projet (c-a-d. le relogement temporaire du personnel et du matériel) a débuté en septembre 1992. La majeure partie des travaux de construction sera effectuée en dehors des heures de travail (sauf pour la composante relative au remplacement du toit) afin de déranger le moins possible les sessions de la Cour.



- ☐ Les comptes de cautionnement ont été informatisés.
- ☐ Un système de gestion des traitements a été ajouté au système de gestion financière (SGF).
- ☐ Un manuel de gestion financière (MGF) a été élaboré.
- ☐ Des activités d'évaluation des programmes ont été amorcées.
- ☐ Les activités ont été rationalisées et décentralisées en préparation du régime du budget de fonctionnement.

**Rendement :** Les besoins des gestionnaires en terme de renseignements financiers précis, à jour et accessibles, ainsi qu'en matière de procédures et de politiques financières bien définies sont maintenant plus importants que jamais, suite à l'augmentation des demandes présentées à la Cour (voir *Environnement*, pages 11 à 17). La contribution du secteur à cet égard a entraîné les réalisations importantes suivantes.

**Description :** Le secteur des finances assure des services financiers efficaces et donne des conseils aux gestionnaires de la Cour pour les appuyer et les aider à atteindre les objectifs de rendement du programme. Le secteur coordonne également les fonctions de vérification et d'évaluation des programmes de la Cour, administre les traitements, pensions et indemnités des juges et assure la comptabilité des fonds destinés à des projets spéciaux et gardés dans des comptes en fiducie.

**Organisation :** Ce secteur comprend le bureau du directeur et deux divisions : la planification et le contrôle budgétaire et les opérations de comptabilité.

## (e) Secteur des finances

**Plans :** En raison du dérangement causé par le projet de rénovation de la Cour, aucune nouvelle initiative n'a été prévue pour 1993-1994.

**Recherche juridique :** À partir de 1993-1994, les responsabilités en matière de recherche auront été réparties de nouveau au sein de la Cour. Le service de recherche par ordinateur (l'unité de recherche de la bibliothèque), qui comprend un documentaliste juridique et un administrateur de bases de données, sera responsable de la recherche et de la formation par ordinateur ainsi que du développement et du soutien des bases de données de recherche juridique. Ce service fournit également des conseils sur l'utilisation de nouvelles technologies pour la recherche juridique et gère l'accès par ordinateur à partir du lieu de travail, aux services de bases de données commerciales en direct pour le personnel de la Cour et fournit la formation en matière de recherche juridique systématique assistée par ordinateur. La recherche et l'analyse se rapportant à la pratique de la Cour ont été assignées au secteur des affaires juridiques. La partie de cette initiative concernant la bibliothèque a maintenant été menée à terme.

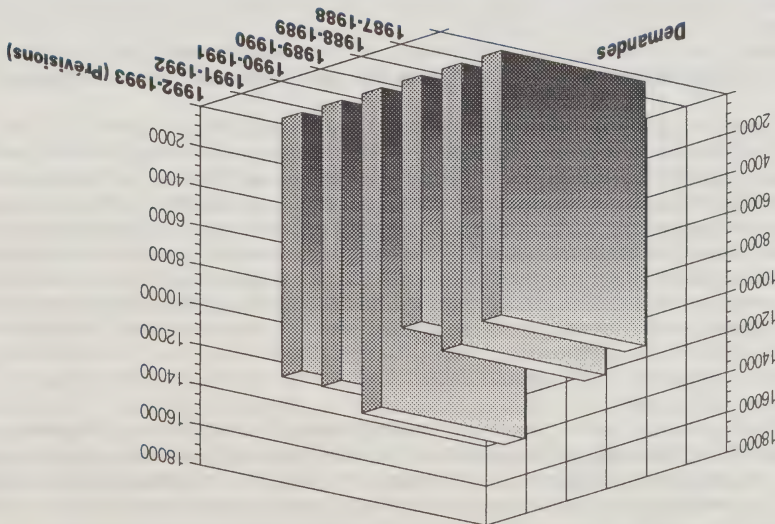
Ce coût reflète une réduction des besoins en équipement, car des postes de travail supplémentaires ont été installés et font partie du volet de l'informatisation du bureau (voir ci-dessus).

**Le système de gestion de la bibliothèque :** Les délais et les options en ce qui concerne ce volet ont été réévalués en raison de la perte du personnel clé dans les secteurs de la bibliothèque et de l'informatique. Le projet a donc été reporté d'une année. En 1992-1993, un gestionnaire de projet de systèmes de bibliothèque a été affecté provisoirement à la supervision de la mise en œuvre du projet, le processus d'approvisionnement devant commencer en janvier 1993. La mise en œuvre initiale devrait commencer en septembre 1993. Le coût approximatif d'acquisition d'un système pleinement intégré (tous les modules) est de 400 000 \$.

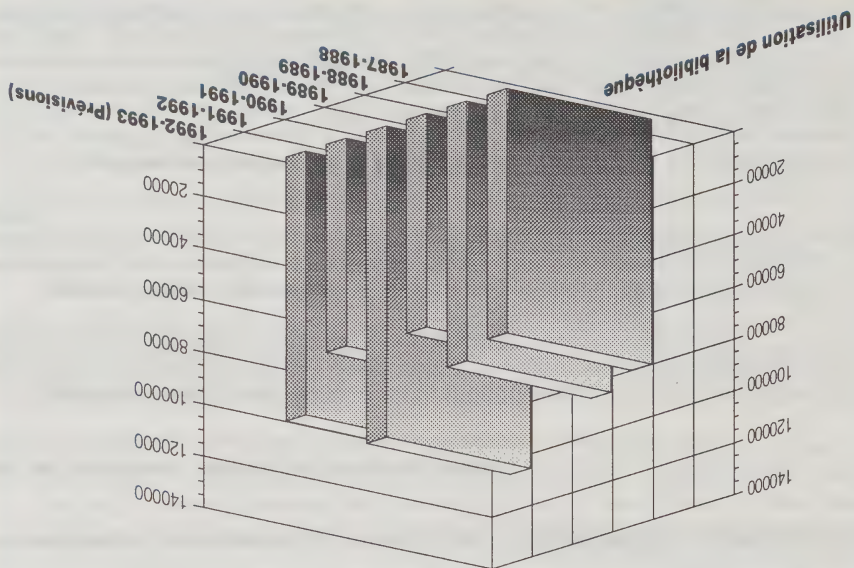
**Information du bureau :** Ce volet a été pleinement mis en œuvre et est maintenant opérationnel. Au total, 27 postes de travail relient le personnel de la bibliothèque à un réseau local, ce qui permet de meilleures communications et une utilisation plus efficace des logiciels.

**Système informatisé intégré de la bibliothèque** (mentionné initialement en 1990-1991) : Ce projet comporte trois volets : l'informatisation du bureau, le système de gestion de la bibliothèque et la recherche. Ceux-ci sont décrits séparément ci-dessous.

**État des initiatives rapportées antérieurement :** Les progrès suivants ont été accomplis relativement aux initiatives pluriannuelles rapportées antérieurement.



**Tableau 12 : Tendances dans le nombre des demandes faites à la bibliothèque**



**Tableau 11 : Tendances en matière de prêts et d'utilisation de la bibliothèque**

La rénovation des installations de la bibliothèque continue d'avoir un effet important sur la charge de travail du personnel de la section de l'information et des services aux clients. Bien qu'un supplément de huit années-personnes ait été consacré à cette section en 1992-1993, le temps consacré par le personnel à planifier et à exécuter le déménagement d'une partie importante de la collection ajoute à la charge de travail du personnel. En outre, un plan de services destinés aux clients nécessite, l'installation d'une collection de recueils de base dans l'Annexe et un accès direct aux bases de données essentielles. Durant les rénovations, la synchronisation de la collection, du personnel et des services dans des espaces temporaires ainsi que le maintien de divers bureaux à l'extérieur de l'édifice de la Cour continueront d'influer sur le nombre de prêts et sur l'utilisation de la bibliothèque ainsi que sur le nombre de demandes traitées, comme l'indiquent les tableaux 11 et 12.

On tente actuellement de corriger les faiblesses relevées.

La bibliothèque a continué de mettre l'accent sur l'amélioration du service à ses usagers. L'accès à la collection s'accroît graduellement afin d'accueillir un projet de catalogue rétrospectif qui augmentera ainsi le pourcentage de la collection auquel on peut avoir accès directement. Une enquête interne menée auprès des usagers en 1992 afin d'évaluer la collection et les services de la bibliothèque a obtenu essentiellement des réponses favorables.

de bibliothèque, un niveau plus élevé de connaissance des systèmes a été ajouté, avec la création d'un poste de gestion des systèmes de bibliothèque.



La tendance générale à la hausse du volume du Recueil et du Bulletin constitue une indication de l'augmentation de la charge de travail de la Cour. Tandis que le volume des arrêts se stabilise, le raccourcissement des délais pour prononcer les jugements (voir Environnement, page 11, et Tableau 6, page 15) a eu un effet direct et immédiat sur le secteur du recueil.

Le Bulletin des procédures est maintenant publié pendant toute l'année plutôt que de l'être uniquement lorsque la Cour est en session. Les négociations ont commencé avec les organismes du secteur privé afin de conclure des ententes normalisées en matière de permis, pour la diffusion électronique de renseignements. Le Bureau de la traduction continuera de fournir des services de niveau élevé en ayant recours à des ressources internes et externes accrues.

On a terminé une réorganisation préliminaire des tâches ainsi qu'une révision préliminaire des classifications, des fonctions et des besoins opérationnels dans le cadre du plan de la Cour qui a été souligné en vue d'améliorer les ressources. Par conséquent, il y a eu une augmentation dans la proportion du personnel professionnel par rapport au personnel de soutien. La stabilisation a été atteinte en 1992 grâce à la participation du personnel des publications à la préparation des arrêts qui devaient être publiés, ce qui a fourni une solution intermédiaire à la pénurie temporaire de ressources dans le secteur.

#### (d) Secteur de la bibliothèque

**Organisation :** Ce secteur comprend le bureau du directeur et trois divisions : les services techniques et les systèmes; les services d'information et les services aux clients; et la recherche automatisée. À partir de 1992-1993, les activités de recherche ont été réparties entre le secteur de la bibliothèque et celui des affaires juridiques. La bibliothèque se concentre sur la recherche assistée par ordinateur et les affaires juridiques fournissent la recherche et l'analyse concernant les pratiques et les procédures de la Cour.

**Description :** Le secteur est responsable de la mise sur pied d'une bibliothèque de recherche en droit de haut calibre, ainsi que de la gestion et de la conservation d'une collection offrant la jurisprudence et la doctrine nécessaires pour un tribunal de dernier ressort de droit civil et de common law. Il assure un accès à la jurisprudence et à la doctrine exigées par la Cour et sert de ressource en matière de recherche pour la communauté juridique et pour le gouvernement. Ses réalisations principales sont la création de fiches bibliographiques pour l'accès à la collection et son contrôle, et la communication de renseignements et de documents en réponse à des besoins en matière de renseignements ou en prévision de ces besoins. Le secteur assure également à la Cour des services experts de recherche juridique assistée par ordinateur et fournit un soutien administratif en ce qui concerne des banques de recherche internes.

**Rendement :** Au cours de 1992-1993, en réaction à la transition aux outils de recherche électroniques et à la recherche informatisée, le service de recherche de la bibliothèque, qui comprend un documentaliste juridique et un administrateur de bases de données, s'est concentré sur la formation et le soutien en matière de recherche juridique assistée par ordinateur. L'accès à partir du poste de travail, à des bases de données juridiques externes est fourni au personnel de l'ensemble de la Cour. On a ainsi donné aux employés de la Cour qui font des recherches, une formation plus vaste et plus approfondie relativement aux outils de recherche en direct. Comme les nouveaux systèmes et les nouvelles technologies de télécommunications deviennent de plus en plus des outils essentiels à la prestation des services



Dans le cadre du plan de la Cour qui a été souligné pour améliorer les structures de gestion et le calibre de l'expertise interne, et par suite de la réorganisation entreprise dans l'initiative mentionnée précédemment, le secteur des affaires juridiques a terminé une révision de toutes les descriptions de poste afin de donner une image précise du travail effectué par le personnel. Cette initiative s'est terminée avec l'approbation d'une nouvelle structure organisationnelle reflétant ces révisions.

### (c) Secteur du recueil

**Organisation :** Ce secteur, qui auparavant faisait partie du secteur du registre adjoint, a été institué en janvier 1992. Il comprend deux activités opérationnelles : la mise en forme et la publication.

**Description :** Le secteur du recueil a pour principale fonction de publier les jugements de la Cour sous la forme du Recueil des arrêts de la Cour suprême. Cela comporte de nombreuses tâches allant de la diffusion de la première ébauche des motifs jusqu'à l'impression finale des documents sous la forme de volumes rouges reliés.

Les motifs des arrêts sont transmis au secteur de recueil par les cabinets des juges. Avant leur publication, les arrêts sont traduits, corrigés et résumés dans des sommaires bilingues. Une fois publiés, ils sont utilisés par la communauté juridique, les médias et le grand public. Les arrêts sont également disponibles dans les minutes qui suivent leur publication dans les banques de données juridiques pour qu'ils soient diffusés dans tout le pays. Le secteur du recueil a créé et maintient une banque de données comprenant le texte intégral des jugements rendus, les sommaires et les traductions. Le secteur rédige et publie également le Bulletin des procédures et des communiqués exposant l'horaire de la Cour et énumérant les jugements rendus ou à venir. Il coordonne également la publication de la Brochure de la Cour suprême et de communiqués spéciaux.

**Rendement :** L'horaire de la publication des arrêts de la Cour est déterminé par le juge en chef du Canada. Comme il a été expliqué aux pages 11 à 17, l'horaire est touché par des facteurs qui sont hors du contrôle du secteur. Malgré des périodes de fortes croissances inattendues du volume des arrêts rendus, particulièrement en 1990, les arrêts ont été traités (corrigés, résumés et traduits) et communiqués selon l'horaire sans perte de qualité. Dans une grande mesure, cet objectif a été atteint non pas au moyen de ressources additionnelles mais par un effort volontaire important sous forme d'heures supplémentaires effectuées par le personnel en place. Ce niveau de rendement ne peut être interprété comme une norme. Des services de pigistes ont été prévus dans l'éventualité où des augmentations inattendues du volume se produisaient en 1993-1994.

Les arrêts sont publiés dans le Recueil des arrêts de la Cour suprême dans les deux langues officielles dans un délai moyen de trois mois du prononcé, avec un taux d'erreurs inférieur à un pour cent. Le Bulletin est publié hebdomadairement pendant les sessions de la Cour et le service de télénouvelles est diffusé au besoin, habituellement au moins chaque semaine. Le format du Bulletin a été modifié en 1992-1993 afin d'en rendre la consultation plus facile, de réduire le nombre de pages imprimées et de faire baisser par conséquent les frais d'impression.



**Réorganisation du secteur :** La réorganisation du personnel et la réaffectation des fonctions dans le secteur des affaires juridiques a commencé avec la création, en 1990-1991, du bureau du directeur qui est responsable d'assurer les services de soutien administratifs à la division et de gérer le programme des visites guidées. La réorganisation des services juridiques a été menée à terme en 1991-1992. La réorganisation du greffe, qui a été reportée en attendant les résultats d'un examen du groupe de vérification des services, suit les recommandations contenues dans le rapport de la vérification et devrait être réglée à la fin de 1992-1993. La réaffectation des fonctions au sein du secteur entraîne une collaboration plus étroite entre les services juridiques et le greffe. Dotés par des avocats, les services juridiques peuvent maintenant fournir les conseils juridiques et le soutien au greffe nécessaires, ce qui permet au personnel de mieux servir les membres de la Cour, la communauté juridique et le public.

**État des initiatives rapportées antérieurement :** Les progrès suivants ont été réalisés relativement à l'initiative pluriannuelle rapportée antérieurement.

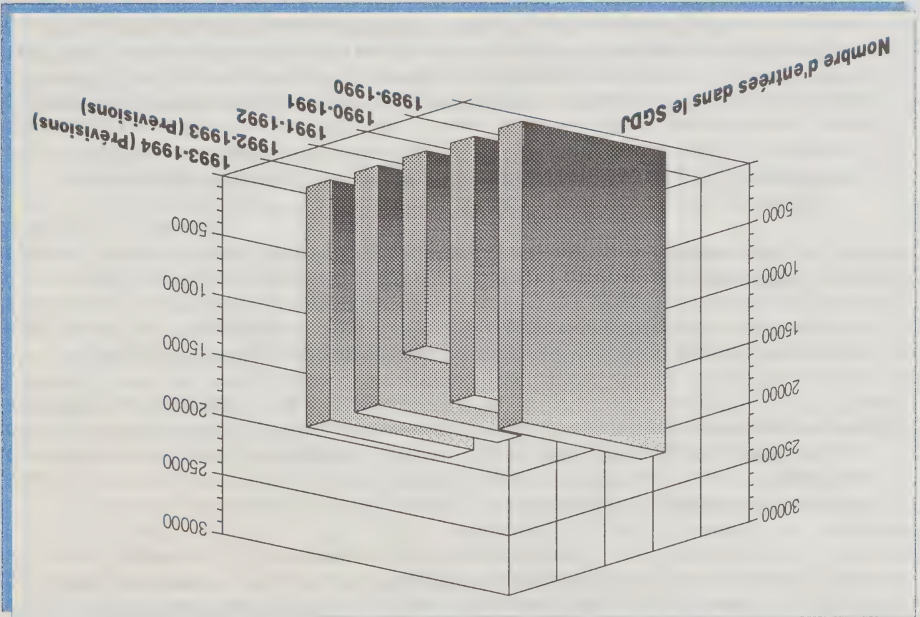


Tableau 10 : Nombre d'entrées dans le SCDJ

Le système de classification pour permettre un accès plus facile aux usagers. Les dossiers qui ont été identifiés comme inactifs dans le SCDJ ont été fermés, ce qui rend l'index des dossiers en cours plus précis. Les améliorations du système de gestion des dossiers ont été apportées pour restreindre et contrôler l'accès aux dossiers. La charge de travail excessive dans le domaine du contrôle des dossiers de la Cour est examinée dans la réorganisation et la réaffectation des fonctions.

questions de compétence, de procédure ou autres. Le secteur fournit également des renseignements, des conseils et de l'aide aux avocats, aux médias et au public sur des questions relatives aux procédures de la Cour et aux affaires pendantes et fournit des services de soutien au registraire en s'occupant de la correspondance. Le rôle d'information du public confié au secteur des affaires juridiques comprend la responsabilité des visites guidées.

**Rendement :** Au cours de 1991-1992, les avocats des affaires juridiques ont préparé les sommaires des 446 mandes d'autorisation d'appel entendues par la Cour ou présentées à la Cour pour qu'elle les régle, une diminution de 4,29 % par rapport à l'année précédente; et ils ont rédigé 127 sommaires des appels. Le secteur a également rédigé 1 539 réponses à des demandes concernant les procédures ou les services de la Cour, ou l'état d'une affaire, soit, une augmentation de 32,8 % par rapport à l'année précédente.

Après des consultations avec le Barreau, des modifications comprennent un processus révisé des affaires ont été rédigées et adoptées. Ces modifications comprennent un processus révisé d'avis pour les questions constitutionnelles. L'application des nouvelles règles relatives aux délais est étroitement surveillée. Il se fait un travail significatif dans d'autres domaines comme les sursis d'exécution et les affaires de renvoi.

Une amélioration du système informatisé de gestion des dossiers judiciaires (SGDJ), entièrement opérationnel depuis 1989 continue d'améliorer le repérage, la planification et la surveillance des affaires présentées devant la Cour. En 1991-1992, le nombre d'utilisateurs de la Cour qui ont accès au SGDJ a été augmenté pour intégrer les 27 clercs. Une amélioration du système a été effectuée pour tenir compte du plus grand nombre d'utilisateurs et pour en améliorer la vitesse et la capacité.

Au cours de 1991-1992, le greffe a effectué 16 680 entrées relatives à des affaires devant la Cour, dans la base de données du SGDJ. Une entrée dans le SGDJ est effectuée chaque fois qu'un document est présenté par les parties, qu'une activité judiciaire se produit ou qu'une ordonnance est rendue par la Cour concernant une affaire. Le nombre réel d'entrées dans le SGDJ et les prévisions de ces dernières années figurent au tableau 10. En 1989-1990 et 1990-1991, le nombre des entrées a été plus élevé à cause de la conversion des données historiques effectuée simultanément. En 1991-1992, il y a eu un retour à des niveaux plus normaux après les charges de travail exceptionnelles des deux années précédentes. On s'attend à ce que l'augmentation prévue en 1992-1993 se stabilise en 1993-1994.

En 1990-1991, le greffe a commencé à préparer un programme permanent de microfilm pour convertir tous les dossiers et les documents en un format d'archives moins encombrant. Afin de réduire les coûts de préparation des dossiers liés à l'enregistrement des dossiers sur microfilm, le greffe a adopté de nouvelles procédures de classement afin que la documentation contenue dans les dossiers de la Cour puisse être retracée plus facilement pour l'enregistrement sur microfilm. Le greffe a également entrepris un projet à l'été 1990 pour identifier les dossiers qui n'avaient pas été enregistrés initialement sur microfilm parce qu'un traitement supplémentaire était nécessaire avant de fermer les dossiers. Ce projet a été mené à terme en 1992-1993 et l'enregistrement graduel sur microfilm de 1,4 million de dossiers commencera en 1993-1994.

Par suite des observations en matière de vérification, certaines modifications ont été apportées au traitement des affaires, y compris des modifications au genre de dossiers ou au

ressources humaines. Le registraire est l'administrateur de la Loi sur les juges, qui s'applique aux juges de la Cour. Il exerce également des pouvoirs quasi judiciaires, comme celui de proroger ou de réduire des délais pour le dépôt des documents. Les cabinets des juges fournissent un soutien direct et immédiat aux juges. Le Bureau de l'agent exécutif fournit un soutien au cabinet du juge en chef dans les domaines qui se rapportent aux activités de la Cour ainsi qu'à d'autres responsabilités du juge en chef.

**Rendement :** Le Bureau du registraire, à titre d'intermédiaire entre le pouvoir exécutif et le pouvoir judiciaire, a rempli son rôle en fournissant les services exigés par la Cour malgré les politiques d'austérité du gouvernement. La charge de travail est déterminée par le niveau d'activité des juges en fonction du nombre d'appels et d'arrêts qui doivent être traités (voir page 12). L'administration de la Cour a été en mesure de respecter toutes ses obligations en fournissant un appui au processus judiciaire, y compris la charge de travail additionnelle et imprévue qui a résulté du Renvoi Milligard.

Des récits oraux ont été élaborés sur trois anciens juges de la Cour suprême. Une exposition historique a été organisée dans le vestibule pour compléter les activités de Canada 125. Des arrangements ont été pris afin de donner au Musée canadien des civilisations certaines toges faisant partie du patrimoine. Les toges de l'ancien juge en chef Brian Dickson ont été exposées. Le projet d'éducation du public a été suspendu temporairement à la suite des politiques actuelles d'austérité.

**État des initiatives rapportées antérieurement :** Les progrès suivants ont été accomplis relativement à l'initiative pluriannuelle rapportée antérieurement :

**Cadre du plan opérationnel (CPO)** (mentionnée initialement en 1989-1990) : La structure de gestion de la Cour a été examinée et mise à jour afin de fournir un soutien plus efficace et plus souple à la Cour et au registraire. Cette initiative a été menée à terme.

**Plans :** La Cour entreprendra une importante modernisation de ses systèmes de sécurité en 1993-1994, y compris l'installation d'un système informatisé de contrôle d'accès et de détection d'intrusion, l'achat d'un système compatible de formation d'images de cartes et l'application de diverses recommandations faites par la GRC relativement aux caractéristiques physiques de l'édifice de la Cour suprême du Canada. L'installation de l'infrastructure devrait être terminée avant la fin de 1993-1994, à un coût estimatif de 250 000 \$. Il faudra procéder à un entretien permanent et à des modernisations périodiques au cours des années subséquentes.

## (b) Secteur des affaires juridiques

**Organisation :** Le secteur des affaires juridiques est dirigé par un avocat général qui relève directement du registraire. Ce secteur comprend trois divisions : le bureau du directeur, les services juridiques et le greffe.

**Description :** Les affaires juridiques sont responsables du traitement de tous les documents présentés par les parties; de l'enregistrement de toutes les procédures dans une affaire; de la conservation des dossiers de la Cour et de l'enregistrement sur microfilm du contenu de tous les dossiers de la Cour à des fins d'archives; et de la rédaction des sommaires des arrêts de la Cour qui sont utilisés par la Cour et communiqués à la communauté juridique et aux médias. En outre, le secteur est chargé de fournir des services de recherche juridique et des avis sur des







**Description :** Le registraire de la Cour suprême du Canada est l'administrateur en chef de la Cour. Il doit veiller à la gestion et à l'administration efficaces de la Cour par l'élaboration et l'application des systèmes de gestion appropriés et par l'embauche et la direction des

sa demande.

même lorsque ce dernier est absent et doit le représenter dans quelque fonction que ce soit à Le registraire adjoint est responsable devant le registraire et doit être en mesure d'agir par lui- tandis que le directeur du bureau exécutif administre le programme concernant la vérification. Le registraire adjoint est chargé des programmes concernant le patrimoine, les clercs et la sécurité du registraire adjoint. Le registraire gère toutes les affaires relatives aux cabinets des juges. Les directeurs des activités de soutien (finances, personnel, administration et informatique) relèvent opérationnelles (affaires juridiques, bibliothèque et recueil) relèvent du registraire. Les partie du secteur du registraire adjoint) constitue un secteur distinct. Les directeurs des activités fusionné avec le Bureau du registraire, de sorte que la division du recueil (qui auparavant faisait cabinets des juges et le Bureau de l'agent exécutif. Le Bureau du registraire adjoint a été

**Organisation :** Le Bureau du registraire comprend le Bureau du registraire adjoint, les

(a) Bureau du registraire

### 3. Rapports des secteurs

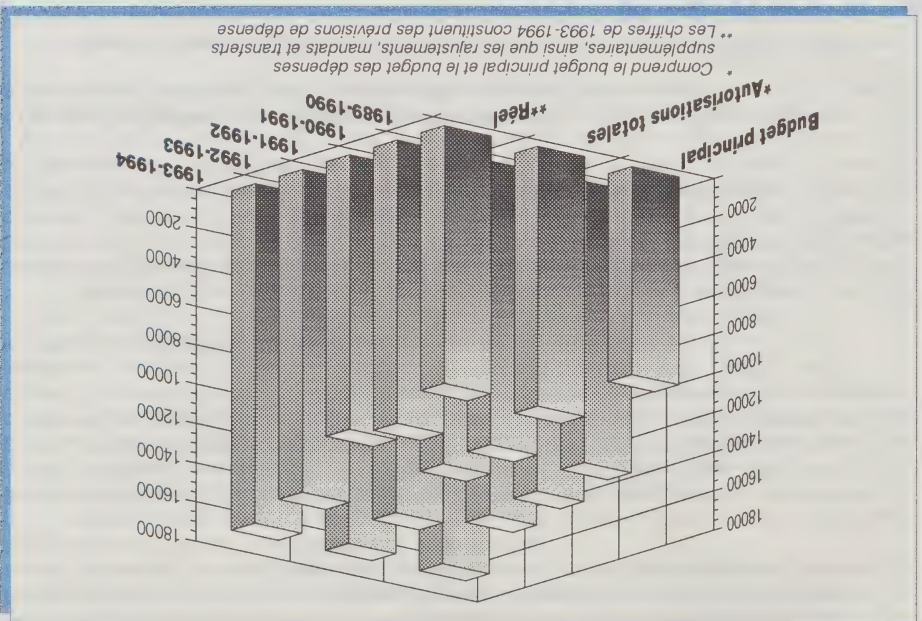


Tableau 9 : Coûts du Programme — Tendances historiques

2. Examen des résultats financiers

Le tableau 8 présente un sommaire des dépenses du ministère pour 1991-1992.

Tableau 8 : Résultats financiers en 1991-1992

(en milliers de dollars)			
Différence	Budget principal	Réel	Administration
	1991-1992		
			Traitements, indemnités et pensions des juges; pensions aux conjoints et aux enfants des juges; et pensions aux conjoints des juges décédés en cours de mandat
(173)	3 205	3 032	
(1 091)	15 136	14 045	
(2)	144	142	Ressources humaines*(ÉTP)

\* Voir tableau 14, page 35, pour des renseignements supplémentaires sur les ressources humaines.

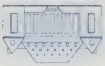
**Explication de la différence :** Les besoins financiers réels pour 1991-1992 ont été de 7,21 % inférieurs aux prévisions. Cette diminution résulte des points suivants :

(000 \$)

- Gel des opérations de l'État de janvier 1992 (239)
- Économies réalisées dans les traitements et les fonds de fonctionnement en raison des délais survenus dans certains projets tel que la rénovation de la Cour (679)
- Surestimation des dépenses prévues par la loi comme les traitements, les indemnités et les dépenses de relogement des juges (173)

**Tendances historiques :** Le tableau 9 illustre la progression des dépenses de la Cour année après année en réponse à l'augmentation générale de la charge de travail et d'autres facteurs qui influent sur les niveaux d'activités (voir *Environnement*, pages 11 à 17). Ces ressources ont permis à la Cour de répondre de manière efficace aux diverses pressions sur son fonctionnement tout en améliorant la qualité du service fourni. Les augmentations notables survenues depuis 1989 comprennent les coûts des grands travaux exécutés dans le cadre du projet de rénovation de la Cour, qui représente une partie importante des dépenses du programme.





**Explication de la différence :** Les besoins financiers pour 1993-1994 sont de 5,04 % ou 834 000 \$ plus élevés que les dépenses prévues pour 1992-1993. Cette augmentation est répartie ainsi :

	\$	ETP
<input type="checkbox"/> Rajustements des coûts salariaux y compris les coûts du régime d'avantages sociaux des employés	(146)	—
<input type="checkbox"/> Ressources supplémentaires pour répondre efficacement à la charge croissante de travail	1 405	8
<input type="checkbox"/> Réductions liées à l'Exposé économique du gouvernement et aux modifications apportées aux politiques	(160)	—
<input type="checkbox"/> Rajustements des traitements, des indemnités et des pensions des juges	36	—
<input type="checkbox"/> Réduction des fonds alloués à la rénovation de l'édifice de la Cour suprême du Canada	(301)	—

**Explication des prévisions de 1992-1993 :** Les prévisions de 1992-1993 (fondées sur les renseignements disponibles le 30 novembre 1992) représentent une augmentation de 5,75 % ou 922 000 \$ par rapport au Budget des dépenses principal de 1992-1993 qui était de 15 609 000 \$. Cette différence résulte principalement de l'instauration du gel des affectations selon le budget de février 1991 et du gel des dépenses de novembre 1992 et deuxièmement des fonds supplémentaires approuvés pour la rénovation de l'édifice de la Cour suprême du Canada.

**B. Renseignements sur le rendement du Programme**

**1. Sommaire des besoins financiers**

Le ministère évalue les besoins financiers totaux à 17,37 millions de dollars et 156 ÉTP en 1993-1994. L'activité de l'administration représente 79,55 % des dépenses totales du Programme et 100 % des ÉTP. Un sommaire des besoins financiers par direction et activité est présenté au tableau 7.

**Tableau 7 : Besoins financiers par direction et activité**

		(en milliers de dollars)		<b>Budget des dépenses</b>		Prévu		Réal	
				<b>1993-1994</b>		1992-1993		1991-1992	
				<b>\$</b>		<b>ÉTP*</b>		<b>\$</b>	
						<b>ÉTP*</b>			
Bureau du registraire	2 527	18	2 469	17	2 332	17	2 332	17	2 332
Registraire adjoint	1 646	30	1 215	29	1 149	29	1 149	29	1 149
Affaires juridiques	1 395	21	1 107	19	933	19	933	17	933
Recueil	1 127	13	1 012	12	913	12	913	11	913
Bibliothèque	2 444	29	2 449	29	2 336	29	2 336	28	2 336
Finances	520	9	489	10	582	10	582	11	582
Administration	2 658	23	3 057	20	1 563	20	1 563	19	1 563
Personnel	449	8	500	8	485	8	485	7	485
Informatique	1 048	5	718	3	720	3	720	3	720
Total de l'administration	13 814	156	13 016	147	11 013	147	11 013	142	11 013
Traitements, indemnités et pensions des juges; pensions aux conjoints et aux enfants	3 551	—	3 515	—	3 032	—	3 032	—	3 032
des juges; et pensions aux conjoints des juges décédés en cours de mandat	17 365	156	16 531	147	14 045	147	14 045	142	14 045

\* Voir tableau 14, page 35, pour des renseignements supplémentaires sur les ressources humaines.



Etant donné que les juristes et les personnes qui travaillent dans le domaine des communications utilisent de plus en plus la technologie, les gestionnaires de la Cour ont noté le besoin pressant d'améliorer les communications et la rapidité d'accès aux renseignements. La plus grande responsabilité et le devoir de rendre compte des gestionnaires qui résulte de l'application de FP2000 nécessite de plus en plus de tels outils de communication à l'interne (pour des échanges de renseignements et des prises de décisions) et à l'externe (pour un accès rapide aux bases de données externes et à d'autres ressources). La Cour met en oeuvre de nouvelles technologies pour répondre à ce climat de changements (voir pages 29, 31 et 32).

**Professionnel :** La Cour réagit aux suggestions du Barreau concernant les manières d'accélérer ou d'améliorer l'audition des affaires et des procédures devant la Cour. L'information des tribunaux et des cabinets d'avocats au pays entraînera des modifications dans les procédures de la Cour pour satisfaire à ces nouvelles demandes et pour traiter les besoins de renseignements de la communauté juridique en ce qui a trait aux arrêts de la Cour (voir *Technologie*, précédemment).

## 7. Plans pour 1993-1994 et rendement récent

La Cour prévoit entreprendre les projets suivants :

- ☐ Importante modernisation en 1993-1994 de ses systèmes de sécurité actuels. (voir Bureau du registraire, page 22).

La Cour continue d'appliquer les projets suivants :

- ☐ Poursuite du plan de la Cour visant à moderniser et à améliorer tous les aspects de son fonctionnement. L'objectif est d'assurer que les services rendus aux juristes et au public soient aussi efficaces et accessibles que possible. Dans le cadre de ce plan, qui a débuté en 1986-1987, la Cour examine les questions importantes suivantes :
  - rénovation de l'édifice (secteur de l'administration, voir page 30)
  - informatisation des systèmes (secteur de la bibliothèque, voir pages 26, 27 et 28; et secteur de l'informatique, voir pages 32 et 33)
  - enregistrement sur microfilm des documents (secteur des affaires juridiques, voir page 23)

Les questions relatives à la Charte et l'évolution du droit dans les domaines de bibliothèque. La collection doit tenir compte des questions d'ordre éthique, moral, médical et philosophique qui se rapportent à ces affaires. Pour fournir des documents de recherches à jour provenant du Canada et d'autres pays, la bibliothèque doit demander des augmentations annuelles supérieures à l'inflation. L'incapacité de fournir ces documents pourrait entraîner une perte de crédibilité sur des questions essentielles et de premier plan.

**Social :** L'augmentation permanente d'affaires relatives aux droits de la personne a rapproché de plus en plus la Cour de la scène publique. Les décisions affectent le citoyen ordinaire de plusieurs façons marquées, obligeant la Cour à projeter une image claire et précise et à donner l'exemple à titre d'organisme actif, efficace et humain. La Cour cherche à attirer les candidats du plus haut calibre à ses postes juridiques et professionnels pour exercer son rôle de guide de la magistrature canadienne et afin de conserver sa crédibilité aux yeux des juristes et du public (voir pages 22, 25 et 26).

**Politique :** La Cour est au faite du pouvoir judiciaire, le « troisième ordre » du gouvernement. La Loi constitutionnelle et la Loi sur la Cour suprême établissent que la Cour est l'arbitre final dans toutes les affaires judiciaires, y compris celles qui ont des conséquences graves pour les gouvernements. Le gouvernement fédéral peut demander à la Cour un avis sur la constitutionnalité d'une loi.

La loi actuelle établit que, à des fins administratives, la Cour est un ministère du gouvernement du Canada et fonctionne à ce titre. Cependant, l'indépendance de la magistrature est un principe fondamental sous-jacent aux systèmes juridique et gouvernemental canadiens. Il est particulièrement important que toute mesure soit prise pour garantir l'indépendance judiciaire dans le cadre d'une saine administration publique. Par conséquent, il convient de maintenir un équilibre délicat entre les fonctions judiciaires et administratives du Programme pour veiller à ce que l'indépendance de la Cour ne soit pas compromise.

**Économique :** La Cour suprême, comme tous les ministères et organismes fédéraux, est touchée par les questions relatives au climat économique de l'heure et aux compressions budgétaires. En réponse, la Cour exerce des restrictions dans la gestion du Programme tout en conservant des services de haute qualité (voir page 20).

**Technologique :** L'utilisation croissante de l'informatique et d'autres technologies par les juristes, les clients et les médias a obligé la Cour à répondre aux besoins d'accès rapide et économique à celle-ci et à ses arrêts.

L'accroissement du nombre d'affaires et de leur complexité oblige la Cour à gérer un grand nombre de dossiers qui contiennent beaucoup de documents. La Cour a informatisé son processus de publication afin de mieux gérer et de rendre plus accessible son fonds de renseignements par le système de gestion des dossiers judiciaires (voir pages 23 et 24) et continue cette informatisation avec le système de gestion de la bibliothèque (voir page 28). Les systèmes informatisés ont été mis sur pied pour que la Cour fonctionne de façon plus efficace et plus économique, dans le traitement des appels et dans la publication des arrêts de la Cour ainsi que dans l'appui à la fonction de recherche et dans la gestion de l'une des plus grandes bibliothèques de recherche en droit au pays.





Par exemple, l'adoption de la Charte canadienne des droits et libertés a entraîné une augmentation importante et une modification de la charge de travail dans toute la Cour. Les parties dans des affaires portant sur tous les domaines du droit invoquent maintenant souvent la Charte comme un facteur dans leur affaire. Cette situation exige que la Cour consacre plus de temps à la recherche, à l'analyse et aux délibérations. La Cour doit demeurer à l'avant-garde des progrès non seulement au Canada mais dans d'autres pays qui ont des chartes des droits semblables. Étant donné que la Charte impose une nouvelle perspective en matière d'interprétation de toutes les lois existantes, la Cour traite de questions plus complexes que jamais et qui demandent plus de temps. Il y a de plus en plus de questions relatives à la Charte et les tribunaux d'instance inférieure se fondent sur l'exemple de la Cour dans ce domaine vital.

**Législatif :** La direction et la nature du Programme de la Cour sont déterminées par la Loi sur la Cour suprême et d'autres lois du Parlement qui donnent compétence à la Cour. Par conséquent, la présentation de modifications à l'une de ces lois a un effet direct sur le Programme. De plus, l'adoption d'un texte législatif ou d'une modification importante de celui-ci pourrait avoir un effet sur le Programme étant donné que la Cour, à titre d'arbitre final des litiges entre les citoyens ou entre des gouvernements du Canada, pourrait avoir à régler des problèmes juridiques qui résultent de ces textes législatifs ou des modifications apportées à ceux-ci.

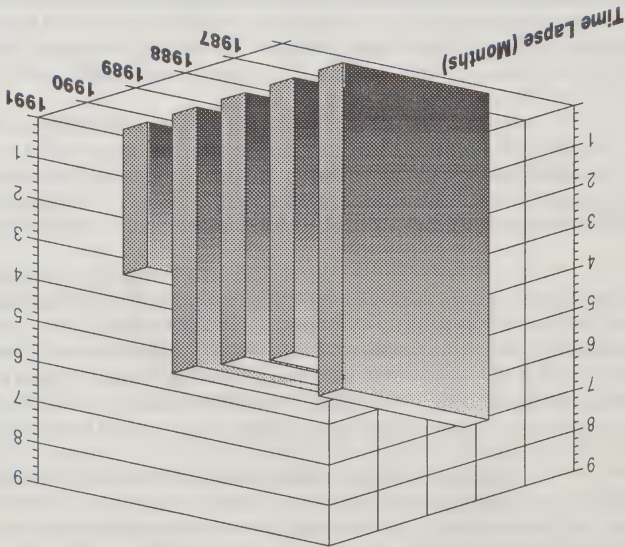
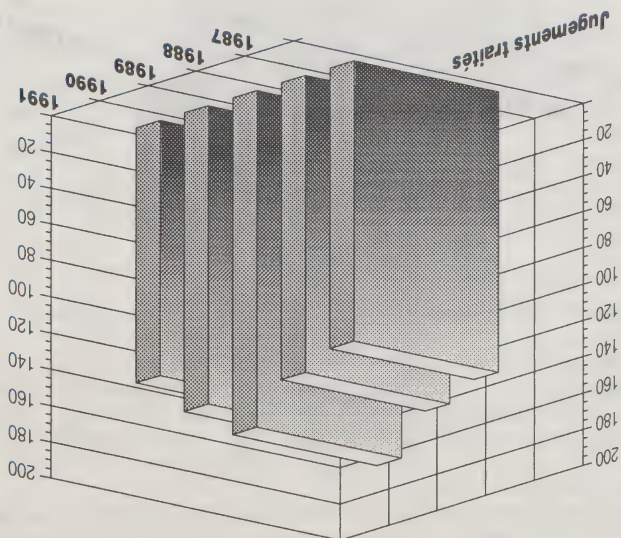


Tableau 6 : Délai moyen entre l'adoption et le jugement



Le tableau 6 indique la diminution, ces dernières années, du délai moyen entre l'audition et le prononcé du jugement.

Les efforts accomplis par les juges pour rendre leurs décisions aussi rapidement que possible ont également eu un effet sur la charge de travail du personnel de la Cour et des juges eux-mêmes. Ces dernières années, les juges ont adopté une politique visant à entendre plus d'affaires et à rendre des jugements plus rapidement. Alors que, par le passé, aucun délai n'était fixé pour l'audition des appels, en règle générale la Cour accorde maintenant seulement deux heures pour tenir une audience et a réduit de façon importante le délai pour rendre les décisions. L'effet combiné de l'augmentation du nombre d'affaires et du prononcé plus rapide des décisions a entraîné une pression croissante sur l'activité de l'administration.



**Tableau 5 : Nombre de jugements rendus et d'affaires pendantes**

Le tableau 5 indique des niveaux stables dans le nombre de jugements dont s'occupe la Cour.

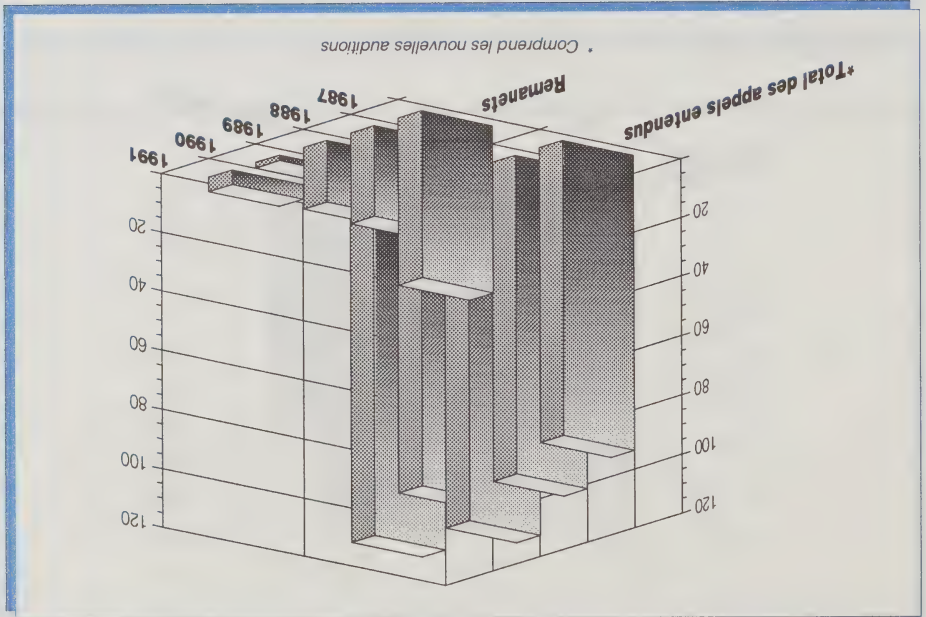
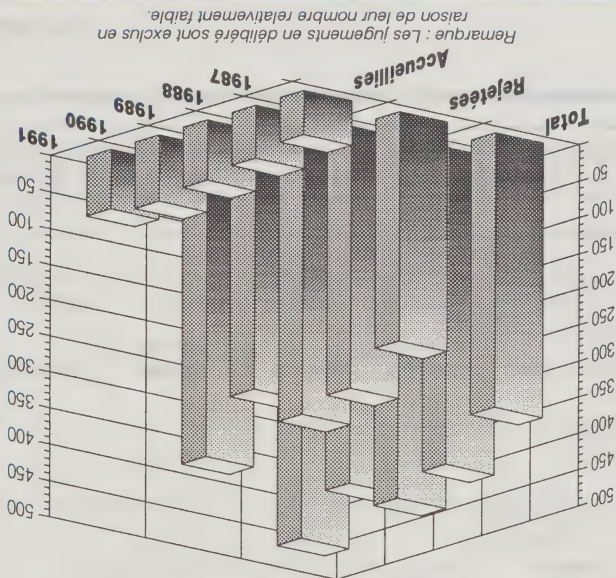


Tableau 4 : Nombre d'appels entendus

Le tableau 4 indique l'augmentation générale du nombre d'appels entendus et la diminution correspondante dans le nombre de remanets, qui représentent l'arriéré des affaires en suspens à la fin de chaque année.



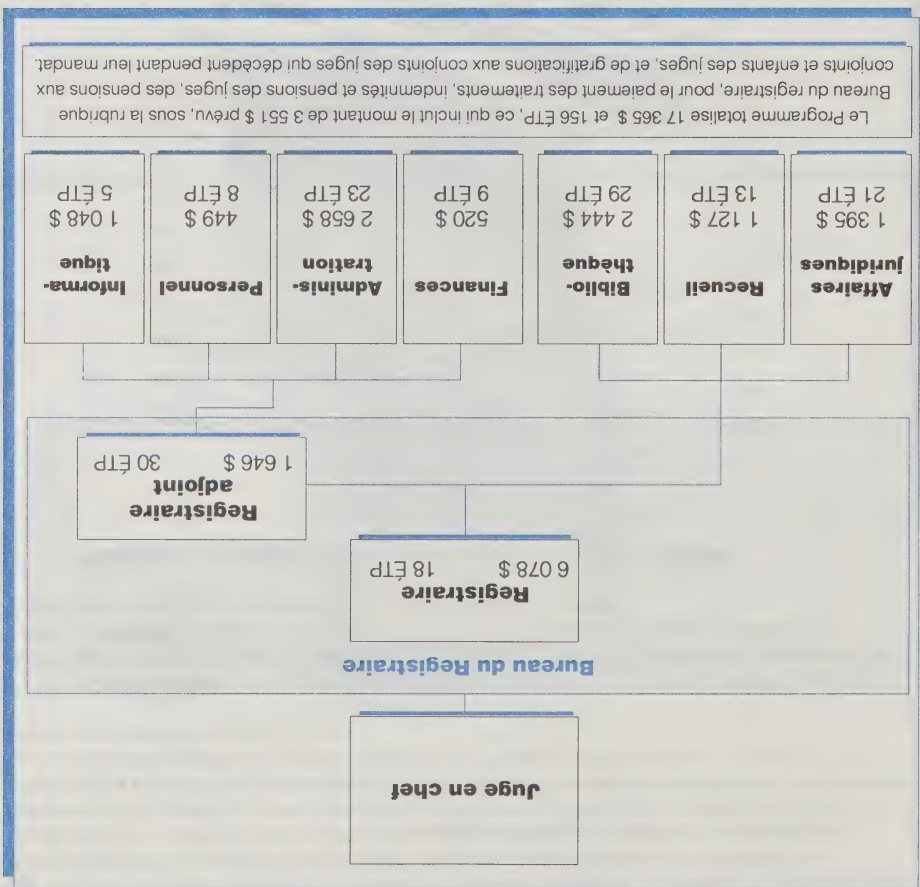
Remarque : Les jugements en délibéré sont exclus en raison de leur nombre relativement faible.

Tableau 3 : Nombre de demandes d'autorisation d'appel

**Charge de travail :** Le volume et la nature du travail effectué dans le cadre du Programme dépendent dans une large mesure des activités des juges. Les graphiques suivants illustrent par année civile, les tendances du volume de travail découlant des activités des juges relevant du Programme. Ces graphiques indiquent une augmentation générale des demandes d'autorisation d'appel qui ont été présentées et des appels qui ont été entendus. Dans l'ensemble, les graphiques indiquent une augmentation constante des activités des juges qui exigent un soutien du Programme dans les domaines de l'administration, de la recherche ainsi que dans d'autres domaines et qui influent sur la charge de travail de tous les secteurs de l'activité de l'administration.

L'augmentation importante de la charge de travail de la Cour ces dernières années résulte grandement de l'augmentation du nombre des demandes d'autorisation d'appel et du nombre d'affaires entendues. Le tableau 3 indique un nombre croissant de demandes d'autorisation d'appel présentées à la Cour ces dernières années.

Tableau 2 : Organisation du Programme et ressources



## 6. Environnement

Les facteurs suivants ont un effet sur la nature et sur le fonctionnement du Programme de la Cour.

**Rénovation de la Cour :** Le relogement du personnel et du matériel pendant les travaux de rénovation de la Cour (voir Secteur de l'administration, page 30), bien qu'elle soit organisée de façon à causer le moins de dérangement possible, rend néanmoins plus difficile pour les employés de réaliser les objectifs de rendement requis dans des circonstances parfois inopportunes.





Le tableau 2 indique l'organisation de la Cour et la répartition de ses ressources pour 1993-1994. Il convient de souligner que tous les ETP du Programme se rapportent à l'activité de l'administration.

- ☐ affaires juridiques
- ☐ recueil
- ☐ bibliothèque
- ☐ finances
- ☐ administration
- ☐ personnel
- ☐ informatique

Les secteurs sont les suivants :

**Organisation :** L'activité de l'administration est exercée par le registraire et par sept secteurs. Le registraire de la Cour suprême du Canada est responsable de la bonne administration de tous les services de la Cour sous réserve de directives du Juge en chef du Canada. Le registraire exerce également des fonctions quasi judiciaires. Le registraire et le registraire adjoint sont nommés par le gouverneur en conseil.

La Cour. Bien qu'elle soit indiquée à titre d'activité dans les tableaux financiers, elle ne fait pas l'objet d'analyse en l'espèce sur le plan du rendement ou de l'efficacité. constituée par des avantages prévus par la Loi sur les juges et accordés aux juges de **conjointes des juges qui décèdent pendant leur mandat.** Cette activité est

**aux conjoints et aux enfants des juges; et les gratifications aux**

- favoriser la souplesse opérationnelle pour s'adapter au changement
- recruter, perfectionner et conserver un personnel de calibre élevé





## 5. Organisation du Programme en vue de son exécution

### Structure des activités : Le Programme de la Cour est divisé en deux activités :



**L'administration.** L'activité de l'administration assure des services de soutien administratifs et juridiques aux juges, aux parties aux litiges, à la communauté juridique et au public en général.

Les **services principaux** assurés par cette activité aux différents clients sont les suivants :

- administrer la Cour d'une manière active et efficace
  - traiter tous les documents déposés par les parties aux litiges et enregistrer tous les actes de procédure
  - préparer et publier les arrêts de la Cour
  - gérer la bibliothèque de la Cour
  - fournir de l'aide et des renseignements à tous ceux qui désirent utiliser ou visiter les installations de la Cour
  - veiller à ce que les dossiers et les documents historiques de la Cour soient conservés et entretenus
  - restaurer et conserver les aspects patrimoniaux de l'édifice de la Cour suprême
- Certains **objectifs principaux** sont poursuivis dans la prestation de ces services et à l'appui de l'énoncé de la mission de la Cour qui est de « faire progresser la cause de la justice par l'audition et la décision, comme arbitre ultime, de questions juridiques d'importance fondamentale. Ces objectifs principaux sont les suivants :

- fournir aux juges le meilleur environnement possible pour la prise de décision
- faciliter le processus d'audition et de prise de décision en éliminant les délais inutiles
- améliorer l'accès à la Cour
- améliorer et moderniser les communications
- réunir et maintenir l'ensemble des opérations de la Cour à l'intérieur de l'édifice de la Cour suprême du Canada
- garantir l'indépendance de la Cour dans le cadre d'une saine administration publique

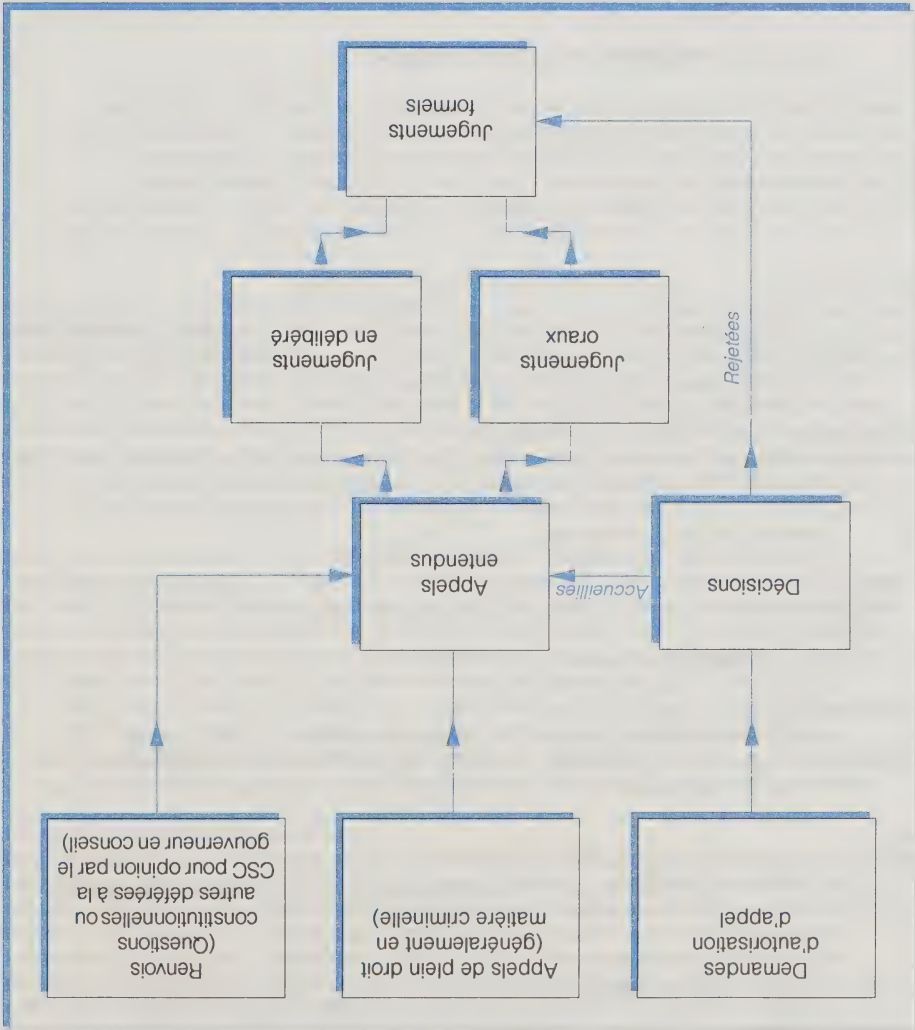
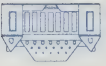


Tableau 1 : Processus d'appel de la Cour suprême



La Cour, qu'on désigne parfois par le vocable « les juges », entend des appels provenant de trois sources principales. Dans la plupart des affaires, il faut d'abord obtenir une autorisation d'appel. Une telle autorisation d'appel est accordée par la Cour si une affaire comporte une question d'intérêt public ou si elle soulève une importante question de droit qui justifie qu'elle soit examinée par la Cour. La deuxième source consiste dans les affaires où l'autorisation d'appel n'est pas exigée. Par exemple, lorsque dans une affaire criminelle, la Cour d'appel infirme un acquittement ou lorsqu'un juge de cette cour est dissident sur un point de droit, il est possible d'interjeter appel de plein droit à la Cour. La troisième source est constituée des renvois du gouvernement fédéral, en vertu desquels la Cour est tenue de donner un avis sur des questions constitutionnelles ou autres.

Les demandes d'autorisation d'appel sont habituellement réglées par la Cour sur le fondement d'arguments écrits présentés par les parties. Toutefois, il ne peut y avoir audition que si la Cour l'ordonne. Les demandes d'autorisation d'appel sont traitées par trois juges. Si l'autorisation est refusée, l'affaire prend fin. Si l'autorisation est accordée, ou lorsqu'une affaire arrive directement à la Cour de l'une des autres sources, des arguments écrits et d'autres documents sont préparés et présentés par les parties. L'audition de l'appel est fixée et la Cour, en règle générale, prévoit deux heures pour la tenue de ces audiences. Avant qu'un appel ne parvienne à l'étape de l'audition, un grand nombre de requêtes (comme celles demandant une prorogation du délai pour le dépôt du document) peuvent être présentées par les parties. Elles sont habituellement traitées par un seul juge ou par le registraire (voir pages 21 et 22).

Le jugement de la Cour est quelquefois rendu immédiatement à la fin des plaidoiries mais, plus souvent, il est pris en délibéré pour permettre aux juges de rédiger leurs motifs. Lorsqu'une décision prise en délibéré est prête à être rendue, la date de la publication est annoncée d'avance et les motifs de la décision sont déposés auprès du registraire. Toutefois, la Cour peut rendre le jugement formel à l'audience. Les motifs de jugement sont distribués aux parties et au public sous forme de textes reliés, et aux banques de données juridiques sous forme de données informatiques. Comme l'exige sa loi constitutive, la Cour publie ses arrêts dans le Recueil des arrêts de la Cour suprême, qui comprend tous les motifs de jugement rendus par la Cour pendant une année civile.

## A. Introduction au Programme

### 1. Mandat

Le pouvoir de créer un tribunal d'appel de dernière instance investit d'une vaste juridiction nationale a été conféré au Parlement du Canada par l'article 101 de la Loi constitutionnelle de 1867.

Aux termes des articles 35 et 52 de la Loi sur la Cour suprême, la Cour «est la juridiction d'appel en matière civile et pénale pour l'ensemble du Canada» et elle «est la juridiction suprême en matière d'appel, tant au civil qu'au pénal; elle exerce, à titre exclusif, sa compétence sur l'ensemble du Canada».

### 2. Objectif du Programme

L'objectif de la Cour suprême du Canada est de fournir une cour générale d'appel pour le Canada.

### 3. Description du Programme

L'application du Programme de la Cour suprême du Canada (ci-après «la Cour») exige la prestation d'un grand nombre de services aux membres de la Cour, aux parties aux litiges, à la communauté juridique et au public en général.

La Cour est le plus haut tribunal du pays et, à ce titre, est l'une des plus importantes institutions nationales au Canada. À titre de juridiction d'appel finale pour toutes les causes, c'est le dernier tribunal auquel peuvent s'adresser les parties à un procès, qu'elles soient des particuliers ou des gouvernements. Sa compétence comprend à la fois le droit civil du Québec et la common law des neuf autres provinces et des deux territoires.

La Cour entend des causes provenant des dix cours d'appel des provinces et de la Section d'appel de la Cour fédérale du Canada. De plus, la Cour est tenue d'entendre les affaires renvoyées par le gouverneur en conseil sur des questions constitutionnelles. L'importance des arrêts de la Cour à l'égard de la société canadienne est bien reconnue. La Cour assure l'uniformité, la conformité et la justesse dans l'application, l'élaboration et l'interprétation des principes juridiques dans l'ensemble du système judiciaire canadien.

### 4. Le processus d'appel de la Cour suprême

Voici une brève description du processus d'appel afin de situer les activités du Programme. Le tableau 1 résume les étapes du processus d'appel. Les fonctions administratives et de recherche qui appuient le processus d'appel sont décrites en détail dans les rapports des secteurs (voir pages 21 à 32).

La Cour se compose du Juge en chef et de huit Juges puînés (puîné signifiant littéralement né ou venant après quelqu'un) qui sont tous nommés par le gouverneur en conseil.



## Programme par activité

[illegible]

\* Voir tableau 14, page 35, pour des renseignements supplémentaires sur les équivalents temps plein (ETP).



## Autorisations de dépenser

### A. Autorisations pour 1993-1994 — Partie II du Budget des dépenses

#### Besoins financiers par autorisation

Crédits (en milliers de dollars)

Budget  
principal  
1993-1994  
1992-1993

#### Cour suprême du Canada

##### 35 Dépenses du Programme

(S) Traitements, indemnités et pensions

des juges, pensions aux conjoints  
et enfants des juges, et gratifications  
versées aux conjoints des juges qui  
décèdent pendant leur mandat

(S) Contribution aux régimes d'avantages  
sociaux des employés

##### Total de l'organisme

17 365 15 609

858

1 012

3 551

3 515

12 956

11 082

#### Cour suprême du Canada

35 Cour suprême du Canada — Dépenses du Programme

12 956 000

Crédits (en dollars)

Budget  
principal  
1993-1994

#### Crédits — Libellé et sommes demandées



## Autorisations de dépenser

Autorisations pour 1993-1994 — Partie II du Budget des dépenses

4

## Section I — Aperçu du Programme

A.	Introduction du Programme	
1.	Mandat	6
2.	Objectif du Programme	6
3.	Description du Programme	6
4.	Processus d'appel de la Cour suprême	6
5.	Organisation du Programme en vue de son exécution	9
6.	Environnement	11
7.	Plans pour 1993-1994 et rendement récent	17

B.	Renseignements sur le rendement du Programme	
1.	Sommaire des besoins financiers	18
2.	Examen des résultats financiers	20
3.	Rapports des secteurs	21
a)	Bureau du registraire	21
b)	Secteur des affaires juridiques	22
c)	Secteur du recueil	25
d)	Secteur de la bibliothèque	26
e)	Secteur des finances	29
f)	Secteur de l'administration	30
g)	Secteur du personnel	31
h)	Secteur de l'informatique	32

## Section II — Renseignements supplémentaires

A.	Profil des ressources du Programme	
1.	Besoins financiers par article	34
2.	Besoins en personnel	34
3.	Paiements de transfert	35
4.	Coût net du Programme	36
B.	Emploi des autorisations en 1991-1992 — Volume II des comptes publics	37
C.	Renseignements supplémentaires	37
D.	Index	38

Conçu pour servir de document de référence, le présent plan de dépenses propose à ses utilisateurs différents niveaux d'informations pouvant répondre à leurs besoins propres.

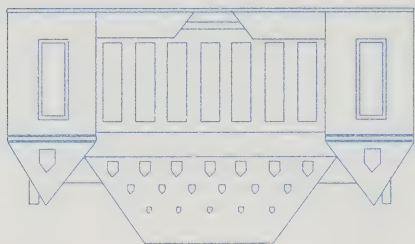
Le document comprend deux sections. La section I présente un aperçu du Programme et un résumé des plans et de son rendement actuel et présente ensuite une description plus détaillée de chaque activité, y compris les résultats prévus et les autres renseignements essentiels sur le rendement qui justifient les ressources demandées. La section II fournit de plus amples renseignements sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La section I est précédée des autorisations de dépenser provenant de la partie II du Budget des dépenses. Cette façon de procéder a pour objet d'assurer une certaine continuité avec les autres documents budgétaires et permet l'évaluation des résultats financiers du Programme au cours de l'année écoulée.

Les renseignements contenus dans ce document sont présentés sous deux activités. La première est l'*'administration'*, qui relève d'une autorisation votée. La deuxième est *'traitements, indemnités et pensions des juges; pensions aux conjoints et aux enfants des juges; et gratifications versées aux conjoints des juges qui décèdent pendant leur mandat'*. Parce que cette activité est capitalisée au moyen de paiements législatifs, et qu'il ne s'agit pas d'une autorisation votée, elle ne peut faire l'objet d'analyse dans le présent document sur le plan du rendement et de l'efficacité. Toutefois, une description est fournie pour présenter une image complète de l'organisation de la Cour suprême du Canada.

À noter que, conformément aux principes qui sous-tendent le budget de fonctionnement, l'utilisation des ressources dont il est fait état dans le plan des dépenses doit être mesurée en "équivalents temps plein" (ETP). L'ETP exprime la durée du travail fourni par l'employé chaque semaine à l'aide du coefficient des heures désignées, divisé par les heures régulières de travail.

Ce document permettra au lecteur de trouver facilement les renseignements qu'il cherche. La table des matières expose en détail le contenu de chaque section. L'index rassemble des renseignements par sujets. Dans tout le document, des renvois permettent au lecteur de trouver de plus amples renseignements sur les postes de dépenses qui l'intéressent particulièrement.



Cour suprême du Canada

Partie III

Budget des dépenses 1993-1994

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## Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Cour suprême du Canada



Budget des dépenses  
1993-1994

Partie III

Plan de dépenses

CA1  
FN  
-E 77

Government  
Publications



# Tax Court of Canada

1993-94  
Estimates



Part III

Expenditure Plan

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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1993-94 Estimates

Part III

Tax Court of Canada

## **Preface**

This Expenditure Plan is designed to be used as a reference document. As such, it contains several levels of detail to respond to the various needs of its audience.

This Plan is divided into two sections. Section I presents an overview of the Program including a description, information on its background, objectives and planning perspective as well as performance information that forms the basis for the resources requested. To provide a more logical flow of information, the order of Section I has been changed from that used in the 1992-93 Part III. Section II provides further information on costs and resources as well as special analyses that the reader may require to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents and to help in assessing the Program's financial performance over the past year.

This document is designed to permit easy access to specific information that the reader may require. The table of contents provides a detailed guide to the contents of each section. In addition, references are made throughout the document to allow the reader to find more details on items of particular interest.

It should be noted that, in accordance with the Operating Budget principles, human resource consumption reported in this Expenditure Plan will be measured in terms of employee full-time equivalents (FTE). FTE factors out the length of time that an employee works during each week by calculating the rate assigned hours of work over scheduled hours of work.



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## Table of Contents

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### Spending Authorities

- A. Authorities for 1993-94 4
- B. Use of 1991-92 Authorities 5

### Section I

#### Program Overview

- A. Background
  - 1. Mandate
  - 2. Program Objective
  - 3. Program Description
  - 4. Organizational Structure
- B. Plans for 1993-94
  - 1. Highlights
  - 2. Summary of Financial Requirements
- C. Planning Perspective
  - 1. External Factors Influencing
- D. Report on 1992-93
  - 1. Highlights
  - 2. Program
  - 3. Program

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5  
1  
4  
1  
3  
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on the Mandate  
of Program  
Financial Requirements by Object  
Supplementary Information  
Section II  
Performance Information and Resource Justification  
Review of Financial Performance  
and Resource Justification  
Fiscal Year  
Program Effectiveness  
Program  
ing the Program

## B. Use of 1991-92 Authorities -- Volume II of the Public Accounts

Vote	(dollars)	Main Estimates	Total Available for Use	Actual Use
40 (S)	<b>Tax Court of Canada</b>			
	Program expenditures	8,075	9,049	8,735
	Contributions to employee benefit plans	639	700	700
	<b>Total Program - Budgetary</b>	<b>8,714</b>	<b>9,749</b>	<b>9,435</b>

---

## **Section I**

### **Program Overview**

---

#### **A. Background**

##### **1. Mandate**

The Program provides administrative services to the Tax Court of Canada which has exclusive original jurisdiction to hear and determine references and appeals on matters arising under the Income Tax Act, the Canada Pension Plan, the Old Age Security Act, the Petroleum and Gas Revenue Tax Act, Part III of the Unemployment Insurance Act and Part IX of the Excise Tax Act. The Court also has exclusive original jurisdiction to hear and determine appeals on matters arising under the War Veterans Allowance Act and the Civilian War Pensions and Allowances Act from an adjudication of the Veterans Appeal Board regarding what constitutes income.

##### **2. Program Objective**

To provide an easily accessible and independent Court for the expeditious disposition of disputes between any person and the Government of Canada on matters arising under the Tax Court of Canada Act or any other legislation under which the Court has original jurisdiction.

##### **3. Program Description**

The Registry of the Tax Court of Canada provides services to the Judges of the Court which includes appeals processing and the timely, orderly and efficient scheduling of hearings throughout Canada as well as expert guidance and advice to litigants, agents and the public regarding the practice and procedures of the Court. There are also corporate services provided to the Court in areas such as finance, human resources, administration, information management and security. Services are provided through the organizational structure outlined in Figure 3 (page 7).

##### **4. Organizational Structure**

The Court, with its Headquarters in Ottawa, consists of the Chief Judge, the Associate Chief Judge and 20 other Judges plus 4 Supernumerary Judges with the possibility of additional Judges electing to become supernumerary in 1993-94. To ensure the expeditious hearing of appeals, the Chief Judge may, with the approval of the Governor in Council, appoint Deputy Judges. There are currently 5 Deputy Judges.

The Chief Judge is responsible for the apportionment of the work among the Judges and the assignment of individual Judges to specific sittings of the Court. The Court has its own court accommodations in Vancouver, London, Toronto, Ottawa and Montréal, and shares accommodation with the Federal Court of Canada in Edmonton, Calgary, Winnipeg, Québec City, Halifax and Fredericton. In other locations, the Court uses the facilities of the Provincial Court, where available, or leases commercial accommodation. For Income Tax appeals, in the past the Court sat at roughly 28 locations throughout Canada. It may now sit in roughly 40 locations. For Unemployment Insurance appeals, the Court may sit in over 80 locations. This includes sittings in each province and in the territories.

The Registrar, as the Deputy to the Commissioner for Federal Judicial Affairs, through complete delegation of authority under subsection 76(2) of the Judges Act, is the Deputy Head of the Tax Court of Canada. The Commissioner for Federal Judicial Affairs reports to the Minister of Justice. The Registrar, as the Principal Officer of the Court, is responsible for the administration of the Court.

Figure 3: 1992-93 Organizational Structure

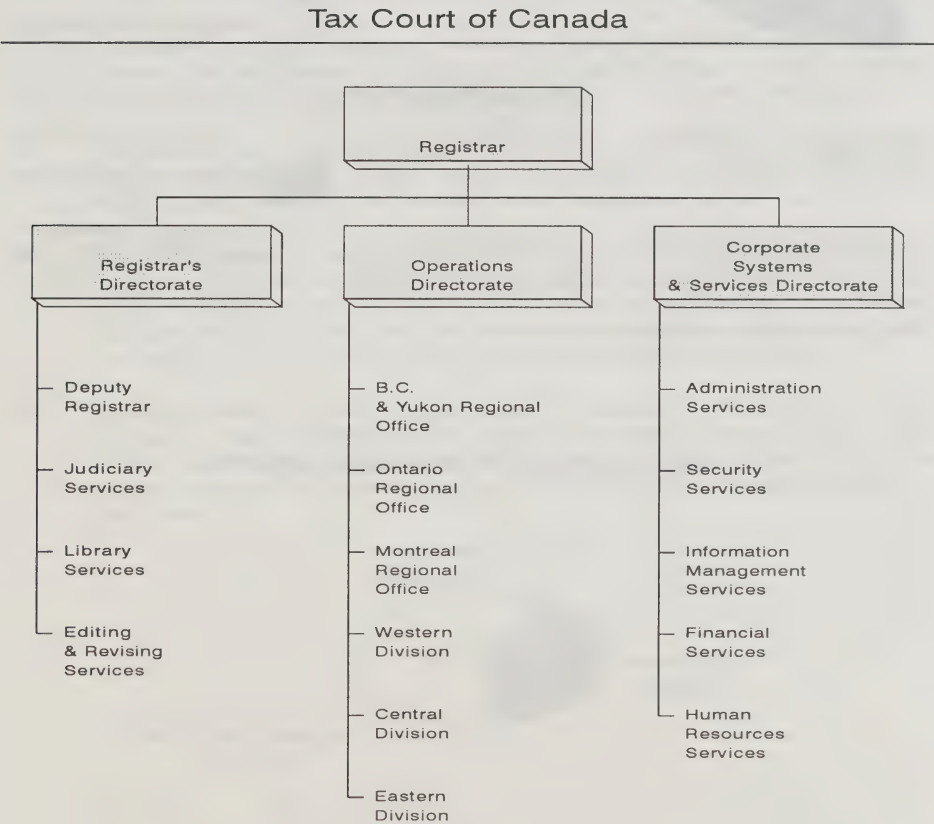
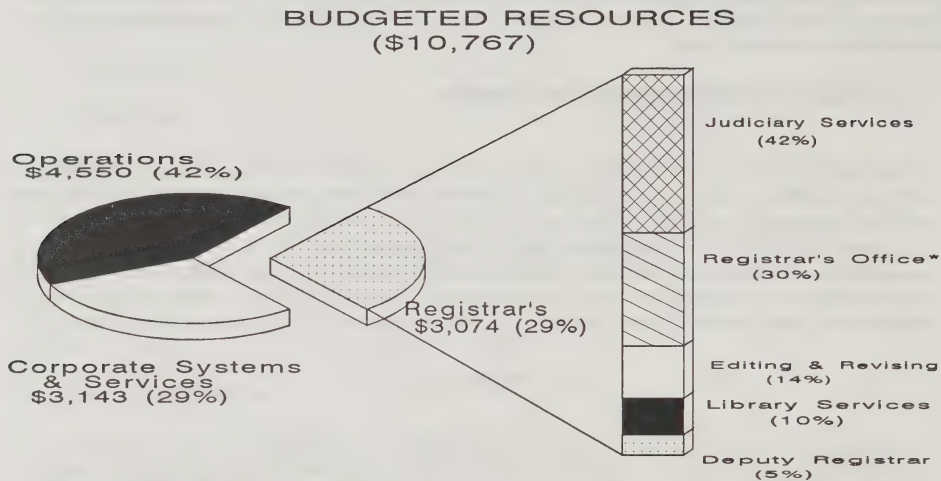
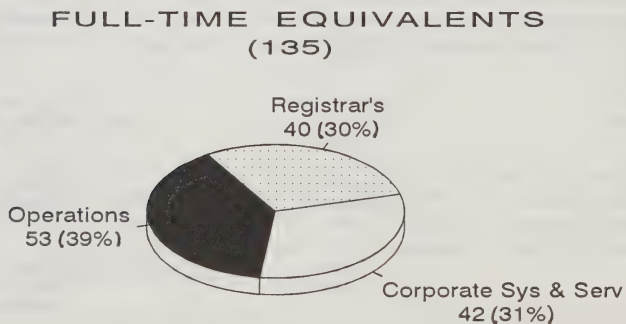




Figure 4: 1992-93 Resources by Directorate (\$000)



\* Contains amounts for special projects & studies.



## **B. Plans for 1993-94**

### **1. Highlights**

Plans for 1993-94 include:

#### **New**

- A major study relating to the information management needs of the Tax Court of Canada will be conducted during 1993-94 with gradual implementation during the 1994-95 and 1995-96 fiscal years. The major priority is the replacement of the aging Appeals Management System which can no longer meet the requirements of the Court.
- The relocation of the Corporate Systems and Services Directorate and Editing and Revising Services from the Narono Building back to the Centennial Towers will take place in 1993-94 in order to consolidate operations.
- To ensure the uniform application of the new Tax Court of Canada Rules of Procedure and to assist staff in providing accurate, complete and timely service to the public, resources will be budgeted for the development of operating procedures.
- The recent changes to the Tax Court of Canada Rules increases public accessibility to the Court. The Court provides more timely and expedient processing of appeals where lower dollar amounts are in dispute. To ensure the public is aware of the program objective and of the new rules, the Court plans to develop some communication mechanism to ensure its role is better known and understood by the public.
- A Supplementary Estimate submission is being prepared to allow a private sector company to begin publishing the Tax Court of Canada Reports during 1993-94. This publishing agreement will ensure that the statutory requirement of Section 20 of the Official Languages Act is met and will realize significant saving in publishing costs to the government.

## 2. Summary of Financial Requirements

Figure 1: Financial Requirements

(thousands of dollars)	Estimates** 1993-94	Forecast* 1992-93 **	Change	For Details See Page
Registry of the Tax Court of Canada	10,348	11,586	(1,238)	19
Human Resources *** (FTE)	134	135	(1)	20

\* The 1992-93 forecast represents an increase of \$1,988,000 or 21% over the 1992-93 Main Estimates level of \$9,598,000. An increase of \$2,287,000 was authorized in Supplementary Estimates of that year for the resources related to GST appeals and the appointment of new Judges. However, this increase was offset by budget reductions of \$299,000.

\*\* The Program of the Registry of the Tax Court of Canada excludes resources for Judges of the Court, but it provides for the salaries and travel costs of the Deputy Judges.

\*\*\* See Figure 9 (page 20) for additional information on human resources.

**Explanation of Change:** The financial requirements for 1993-94 are \$1,238,000 lower than the 1992-93 forecast. This decrease represents the following:

(\$000)

- As a result of the public service salary freeze for the 1993-94 fiscal year, a reduction in expenditures for the employee benefits plans and salaries is anticipated (201)
- Non-salary operating and minor capital expenditures will be less due to a combination of budget reductions in the 1993-94 fiscal year and one-time expenditures in the 1992-93 fiscal year related to the appointment of Judges and support staff, new accommodation in London and the addition of one courtroom in Toronto (1,037)

## C. Planning Perspective

### 1. External Factors Influencing the Program

Several factors have influenced the number of appeals received by the Tax Court of Canada. The change in the Income Tax legislation, the implementation of the informal procedure, the timing of issuing GST assessments and the state of the economy have had significant impact on our operations. Canadians are becoming more aware of their rights under various legislation and are exercising those rights through appeals to the Tax Court of Canada. Also, Canadians increasingly act on their own behalf in Court rather than being represented by counsel. As a

result, the Registry devotes an increasing amount of time providing guidance to appellants regarding the Rules of Procedure of the Court. In addition, the minimum delays and deadlines prescribed under the informal procedure has resulted in increased workload for staff and has created problems with the courtroom space available to process the appeals more quickly.

- **Unemployment Insurance Appeals**

The current difficult economic times was reflected in the number of Unemployment Insurance appeals filed this year. The number increased from 649 in 1991 to 1,313 in 1992. This represents an increase of 102% over last year. The anticipated changes to an individual's entitlement to unemployment insurance benefits should increase further the number of appeals received.

- **Applications**

The Income Tax Act was amended effective January 17, 1992, whereby the original jurisdiction for Applications for Extension of Time to serve Notices of Objection was transferred from the Tax Court of Canada to Revenue Canada. However, the Tax Court of Canada maintains jurisdiction to grant such applications where Revenue Canada either refuses or fails to do so. This has resulted in a decline in the number of applications for 1992. Although numerically the decline may seem significant, the resource savings was minimal as the majority of these applications were consented to and did not proceed to the hearing stage.

- **Income Tax Appeals**

The number of appeals filed under the Income Tax Act has decreased this year. This is mainly due to the introduction of the Fairness Package by Revenue Canada. Among other things, the Fairness Package provides a longer time limit for the taxpayers to submit an objection to Revenue Canada thus delaying the institution of the appeal with the Tax Court of Canada. Therefore, the decrease in the number of appeals seems to be merely a postponement in the number of appeals rather than a net reduction.

Originally it was anticipated that approximately 70% of appeals would follow the informal procedure and 30% the general procedure. It now appears that the reverse is true. This greatly increases the amount of employee time and the resources required to hear cases. Should this trend continue and GST appeals volumes increase as anticipated, more resources may be requested through a Supplementary Estimates submission.

- **Excise Tax Act Appeals (GST)**

It was anticipated that 1,500 GST appeals would be received in 1992. Revenue Canada - Customs and Excise have experienced delays in issuing assessments for GST pending the finalization of their assessment process. As a result only 3 appeals have been filed with the Tax Court of Canada to date. However, the original estimate of 1,500 appeals per year is still forecast and it is anticipated that these appeals should commence early in 1993. Resources originally allocated to this activity are being used to process some of the current Income Tax appeals backlog.

## **D. Report on 1992-93 Fiscal Year**

### **1. Highlights**

Accomplishments include:

- **Good and Services Tax/Judicial Appointments**

The Court has received additional resources to implement the Goods and Services Tax (GST) mandate (Bill C-62) which received Royal Assent on December 17, 1990. The processing of an estimated 1,500 annual GST appeals are estimated to begin in January 1993. An amendment to the Tax Court of Canada Act provided for an increase in the number of Judges from 18 to 22. To support this new workload an additional 24 person-years and \$2,287,000 for the 1992-93 fiscal year and 24 person-years and \$1,315,500 for future years were approved through a 1991-92 Supplementary Estimate submission.

- **Regionalization**

A Regional Operations Committee was established during the year. The mandate of the Committee is to ensure a more efficient and effective service to clients both externally and internally. The recommendations reflect the direction of the Court to regionalize certain functions such as the input into the Appeals Management System, the responsibility of assigning Court Registrars, and more written communications with appellants or their solicitors.

- **New Operations Organization**

The Registry's services have been completely reorganized under one Director General for both Head Office and the Regional Offices. The new organization was required to better address the Registry's Program delivery through emphasis on service to the public including more decentralization to the Regional Registries. The responsibilities of the Vancouver and Toronto Regional Offices have been expanded and are now accountable for a larger portion of the program delivery to British Columbia and Yukon, and Ontario respectively.

Head Office Operations Services have been restructured into three Divisions. Tax Court Officers are doing extensive training to be able to provide guidance on all rules, practices and procedures under the jurisdiction of the Tax Court of Canada. This move towards a more generalist approach for the officer's functions, will provide single window shopping to the public as well as provide job enrichment and management flexibility.

The reorganization within the Operations Directorate resulted in the identification of requirements in the areas of policies and procedures as well as additional demands for management information.



## ● Appeals Backlog

In addition to the on-going case load, there is currently an inventory of 1,949 outstanding appeals dating prior to 1991. These appeals were commenced under the former jurisdiction of the Tax Court of Canada. The Court is currently taking action to finalize these dormant appeals. Since June 1992, some 756 status hearings have been scheduled. These status hearings prompt action towards the final disposition of the appeal. Many result in appeal hearings being fixed at a later date, adding to the current workload. To date, 80 weeks of Court sittings have been scheduled for the first five months of 1993. This project will continue well into 1993. Limited resources prevents any faster action in disposing of this backlog.

## ● Accommodation

Additional Judge's chambers were built and major office relocations were completed at Headquarters. The relocation of the Montréal Regional Office was completed. The new London, Ontario District Office and a new courtroom in the Toronto Regional Office will be completed and functioning towards the end of the 1992-93 fiscal year.

## ● Videoconferencing

The use of videoconferencing was studied through a pilot project that linked our Ottawa Office with Montréal. Although still committed to the use of this technology, we are unfortunately unable to proceed because of government budget reductions announced in November 1992.

## 2. Program Effectiveness

**Access:** With respect to appeals arising under the Income Tax Act, the Court normally sits in 28 major centres throughout Canada; however, appeals under the Unemployment Insurance Act, the Canada Pension Plan, the Old Age Security Act, the Petroleum and Gas Revenue Tax Act, the War Veterans Allowance Act and the Civilian War Pensions and Allowances Act are heard in smaller communities as well. Appellants do not have to travel outside their areas of residence in order to have their cases heard. During the last year, 12% of the appeals related to Income Tax were filed in the French language and 88% of the appeals were filed in the English language. With respect to appeals arising under Part III of the Unemployment Insurance Act, 58% were filed in the French language and 42% were filed in the English language. The Judges of the Court must travel to over 80 locations throughout Canada to hear those appeals.

**Informality:** Appeals from assessments or reassessments under the Income Tax Act follow two procedures: an informal and expeditious procedure where the amount in issue is \$7,000 or less, and a general procedure in other cases. Under the informal procedure, paperwork is kept to a minimum and, generally speaking, the rules of evidence are not stringently applied. In cases involving larger amounts, the general procedure is analogous to that in the Federal Court of Canada - Trial Division and the rules of evidence are applied in the ordinary way. The conduct of appeals, other than those under the Income Tax Act, are governed by other rules, for example, Tax Court of Canada Rules of Procedure (Unemployment Insurance Act).

**Expeditious Processing:** Currently, the lapsed time between the date a general procedure appeal is filed and the date on which it is heard or disposed of is not entirely within the Tax Court of Canada's control. The time required by the appellants to prepare their cases varies,

with the result that many are not prepared to proceed forthwith. However, deadlines are prescribed by the Tax Court of Canada Act, to ensure a minimum of delay for appeals under the informal procedure. These appeals are heard and disposed of in approximately six months from the date of filing the appeal. Under the general procedure, the Court schedules status hearings when an appeal has not proceeded to hearing within 14 months. At the status hearing, the Court sets time limits for the remaining steps of the appeal and fixes a hearing date.

### 3. Review of Financial Performance

**Figure 2: 1991-92 Financial Performance**

(thousands of dollars)	1991-92		
	Actual	Main Estimates	Change
Registry of the Tax Court of Canada	9,435	8,714	721
Person-years* (FTE)	118	105	13

\* See Figure 9, page 20, for additional information on human resources.

**Explanation of Change:** Actual financial requirements for 1991-92 were \$721,000 or 8% higher than outlined in the 1991-92 Main Estimates. Authority to exceed the Main Estimates level was obtained through Supplementary Estimates of that year. This increase was attributable to the following factors:

(\$000)

- Salary expenditures decreased \$146,000 due to a combination of the freeze on public service salaries and less expenditures on Deputy Judges salaries than previously anticipated. Contributions to employee benefit plans increased \$61,000 mainly due to an increase of 8 full-time equivalents approved through Supplementary Estimates (85)
- Transportation and communications showed a decrease of \$304,000 due to a policy change that transferred contracted Reporter and Registrar travel costs to professional services (\$201,000) as well as a decrease in mail and courier costs (\$103,000) due to more efficient processing of material and reduced volume. Other variances occurred in information where \$15,000 was spent to publish the new Rules of Procedure and special professional services were \$46,000 higher, repair and upkeep was \$391,000 higher and material and supplies \$159,000 higher mainly due to the fit-up of accommodation and purchasing supplies for new Judges and staff

306

- Capital expenditures increased due to the purchase of furniture and equipment (including EDP equipment) required for the new judicial accommodation and new staff as well as capital costs associated with moves of employees necessitated by the expansion of the judicial accommodation

500

#### **E. Performance Information and Resource Justification**

The resource requirements of the Program are principally based on the following factors:

- the amount in issue of each appeal;
- the complexity of cases adjudicated;
- the number of appeals filed; and
- the number of cases heard and adjudicated.

The following figures will illustrate the workload of the Court over the past four years. Figure 5 indicates the total number of appeals and applications filed and disposed of in relation to the Income Tax Act. Figure 6 provides a breakdown of this information by region. Figure 7 shows the number of appeals filed and disposed of under Part III of the Unemployment Insurance Act by region.

Applications are requests for an extension of time (beyond the limitation period) for appeals or objections.

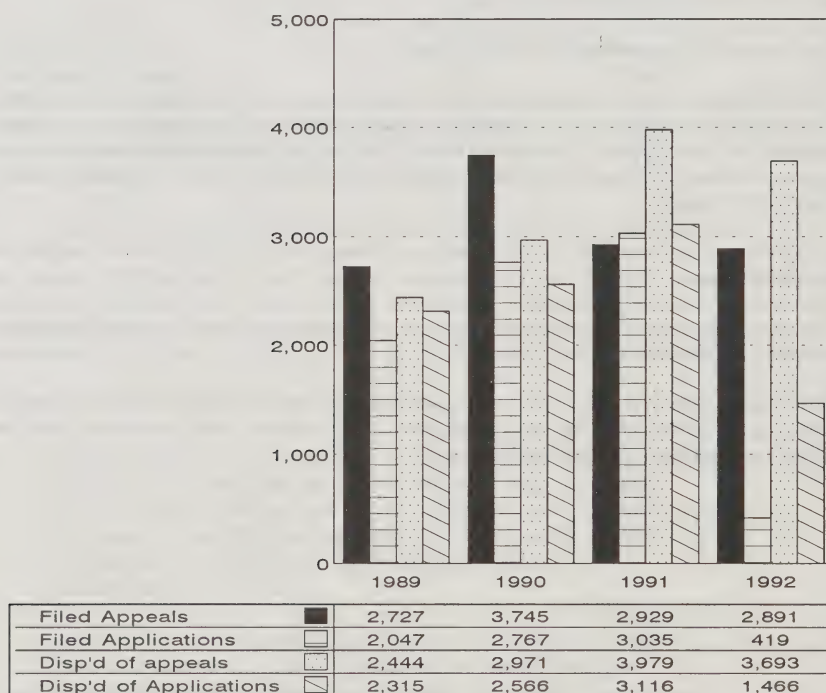
To better illustrate the complexity of the Court's responsibilities, refer to Section II, Supplementary Information (pages 21 and 22).

The Court collected \$363,000 in appeal fees revenue and \$9,000 from the sale of copies of judgments in the 1991-92 fiscal year. All revenue was deposited into the consolidated revenue fund as non-tax revenue.

**Figure 5: Number of Taxation Appeals and Applications (Sec 166.2, Sec. 167 and 174) Filed and Disposed of in 1989, 1990, 1991 and 1992**

- 1992 Appeals are Forecasted.
- Appeals disposed of in a given year were not necessarily filed during that year.
- The direct resources attributed to the processing of appeals and applications in the 1991-92 fiscal year totalled 85 person-years and \$6,129,000.

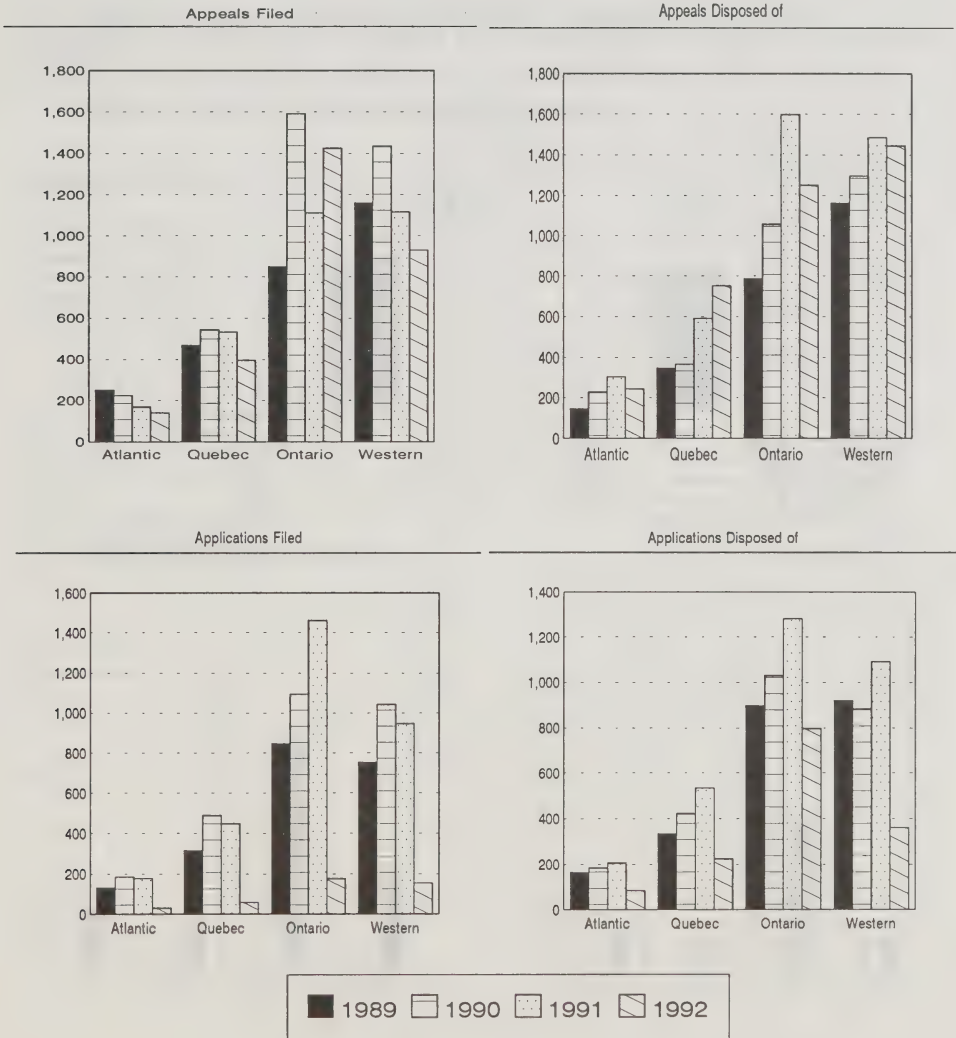
**Number of Taxation Appeals and Applications**



Refer to Section 1 Part C (External Factors) for an explanation on the decline of applications received.

**Figure 6: Number of Taxation Appeals and Applications Filed and Disposed of by Region in 1989, 1990, 1991 and 1992**

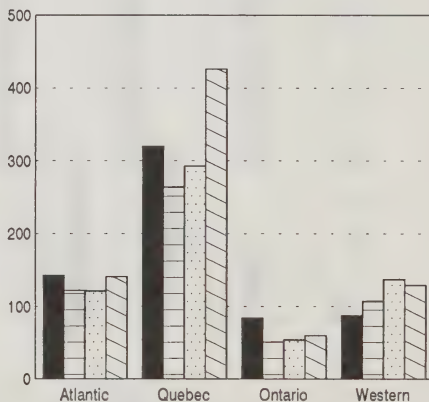
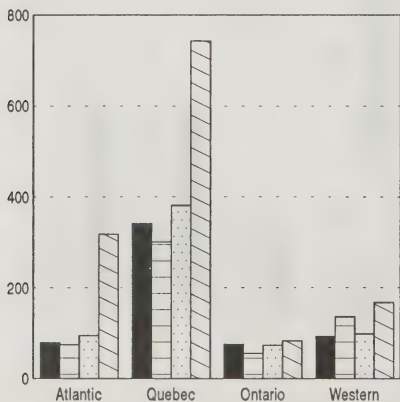
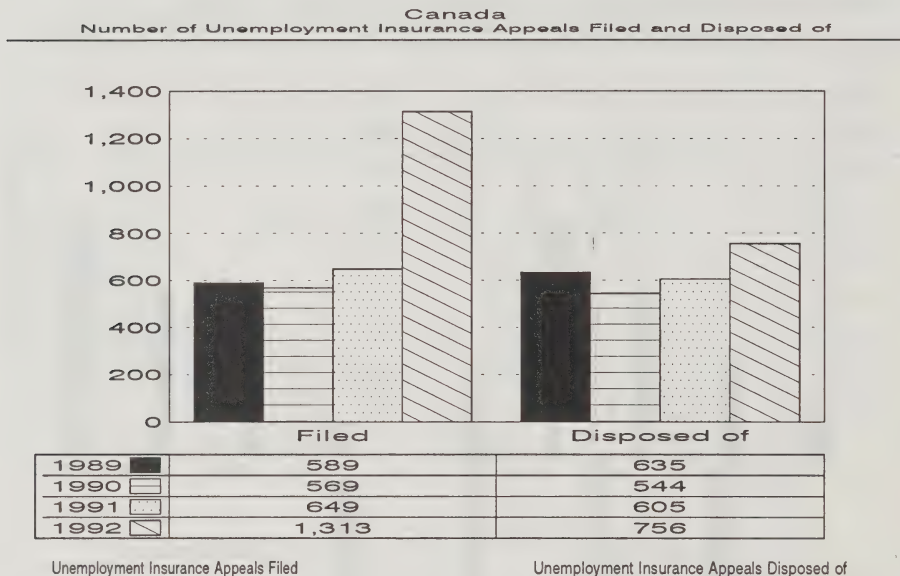
- 1992 Appeals are Forecasted.
- Appeals disposed of in a given year were not necessarily filed during that year.





**Figure 7: Number of Unemployment Insurance Appeals Filed and Disposed of in 1989, 1990, 1991 and 1992**

- 1992 Appeals are Forecasted.
- Appeals disposed of in any given year were not necessarily filed during that year.



## Section II

### Supplementary Information

#### A. Profile of Program Resources

##### 1. Financial Requirements by Object

The Registry of the Tax Court of Canada's financial requirements by object are presented in Figure 8.

**Figure 8: Details of Financial Requirements by Object**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Personnel</b>			
Salaries and wages	5,882	5,799	4,821
Contributions to employee benefit plans	735	819	700
	6,617	6,618	5,521
<b>Goods and services</b>			
Transportation and communications	750	657	583
Information	15	143	15
Professional and special services	1,827	1,855	1,594
Rentals	65	108	67
Purchased repair and upkeep	350	626	527
Utilities, materials and supplies	479	600	525
Other subsidies and payments	-	2	2
	3,486	3,991	3,313
<b>Total operating</b>	<b>10,103</b>	<b>10,609</b>	<b>8,834</b>
<b>Capital</b>	<b>245</b>	<b>977</b>	<b>601</b>
	<b>10,348</b>	<b>11,586</b>	<b>9,435</b>

## 2. Personnel Requirements

Personnel expenditures account for approximately 64% of the total planned expenditures of the Program. A profile of the Program's personnel requirements is provided in Figure 9.

**Figure 9: Details of Personnel Requirements**

	FTE* Estimates 1993-94	FTE Forecast 1992-93	FTE Actual 1991-92	Current Salary Range	1993-94 Average Salary Provision
<b>Executive **</b>	2	2	2	63,300 - 128,900	81,100
<b>Administrative and Foreign Services</b>					
Administrative Services	22	23	40	17,994 - 75,002	45,924
Financial Administration	2	3	4	15,516 - 69,789	54,250
Personnel Administration	3	3	2	16,882 - 69,291	44,667
Computer Systems Administration	4	4	2	24,060 - 78,759	47,757
Programme Administration	34	28	1	17,994 - 75,002	45,448
Purchasing & Supply	3	1	1	16,781 - 72,700	29,046
<b>Technical</b>					
Social Science Support	11	11	9	16,608 - 75,927	37,072
<b>Administrative Support</b>					
Clerical	35	41	38	16,999 - 41,724	27,837
Office Equipment	-	1	1	16,648 - 33,218	-
Secretarial	16	16	14	16,847 - 41,991	34,916
<b>Operational</b>					
General Services	2	2	2	17,489 - 53,544	32,182
	134	135	116		

\* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

**Note:** The current salary range shows the salary ranges by occupations group at October 1, 1992. The average salary column reflects the estimated base salary costs including allowance for collective agreements, annual increments, promotions and merit pay. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

\*\* This includes all those in the EX-1 to EX-5 range inclusive

### 3. Net Cost of Program

The Estimates of the Program include only those expenditures to be charged to its voted authorities. Figure 10 provides details of other cost items which need to be taken into account to arrive at the estimated total costs of the Program.

**Figure 10: Total Estimated Cost of the Program for 1993-94**

(thousands of dollars)	Main Estimates 1993-94	Add* Other Costs	Estimated Total Program Cost	
			1993-94	1992-93
	10,348	4,186	14,534	15,837

* Other costs of \$4,186,000 consist of:		(\$000)
● accommodation and initial fit-up of accommodation received without charge from Public Works Canada		3,905
● cheque issue and other accounting services and compensation administration of the pay and processing function received without charge from Supply and Services Canada		14
● employee benefits covering the employer's share of insurance premiums and costs paid by Treasury Board Secretariat (\$1,992 per person-year)		267

### B. Other Information

#### 1. Additional Information on the Mandate

The following additional information is provided to enable the reader to better appreciate the legal responsibilities imposed upon the Tax Court of Canada and to demonstrate the impact of the legislation as it relates to the Court's organization, the increase in workload and in the complexity of appeals processed.

The Court has exclusive original jurisdiction to hear and determine references and appeals on matters arising under the Canada Pension Plan, the Income Tax Act, Part IX of the Excise Tax Act for the Goods and Services Tax, the Old Age Security Act, the Petroleum and Gas Revenue Tax Act and Part III of the Unemployment Insurance Act where references or appeals to the Court are provided for in those Acts. The Court also has exclusive original jurisdiction to hear and determine appeals under the War Veterans Allowance Act and the Civilian War Pensions and Allowances Act from an adjudication of the Veterans Appeal Board regarding what constitutes income for the purpose of the legislation.

The Court is required to maintain three separate appeal systems as follows: an informal procedure where the amount at issue is \$7,000 or less or the amount of the loss that is determined under subsection 152(1.1) of the Income Tax Act and that is in issue is equal to

or less than \$14,000; a general procedure in all other cases; and, a third system for the inventory of appeals that will follow the old procedure in force prior to January 1, 1991. It is anticipated that it could take two years to clear the existing inventory.

Under the Rules of Procedure a tariff has been enacted which applies inter alia to the filing of an appeal under the general procedure. Three different sets of fees are in place and apply on the basis of the amount in issue. Fees are also provided regarding certain proceedings which will form part of the appeal process. These fees are collected by the Tax Court of Canada.

Taxpayers are allowed to file their appeals in the regional registry where such registry exists and this has required the Court to staff these regional registries with qualified personnel who will perform duties that were formerly carried out at Headquarters. The Court has its own court accommodations in Vancouver, London, Toronto, Ottawa and Montréal.

With respect to appeals to be heard under the informal procedure the Court has a statutory obligation to dispose of such appeals within approximately six months from the date of filing an appeal. This requirement increases the demand on the coordination and planning of the appeal process for such appeals.



### C. Topical Index - Tax Court of Canada

	Page
Organization Structure	6-7
Responsibilities of the Tax Court of Canada	6-7
Jurisdiction	6, 11, 13, 21
Resource Information	6, 10, 12, 14, 15, 19-21
Appeals and Applications Filed	11, 13, 16-18, 21



Structure organisationnelle	6 et 7
Responsabilités conférées à la Cour canadienne de l'impôt	6 et 7
Compétence	6, 11, 13 et 22
Renseignements portant sur les ressources	8, 10, 12, 14, 15, et 20 à 22
Appels et demandes déposés	11 à 13, 17 à 19, et 23

La Cour devra conserver trois systèmes distincts d'appels, à savoir : une procédure informelle lorsque le montant en litige est égal ou inférieur à 7 000 \$ ou lorsque le montant de la perte qui est déterminé en vertu du paragraphe 152(1.1) de la Loi de l'impôt sur le revenu est égal ou inférieur à 14 000 \$; une procédure générale dans les autres cas; et un troisième système en ce qui a trait aux appels en instance qui sont régis par l'ancienne procédure en vigueur avant le 1<sup>er</sup> janvier 1991. Il est prévu que cet arriéré sera éliminé au cours des deux prochaines années.

Le tarif adopté conformément aux nouvelles règles de procédure s'applique notamment au dépôt d'un appel selon la procédure générale. Trois catégories de frais sont en vigueur et s'appliquent selon le montant en litige. Des frais sont également prévus relativement à certains actes de procédure qui feront partie du traitement des appels. Ces frais sont perçus par la Cour canadienne de l'impôt.

Les contribuables peuvent déposer leurs appels aux greffes régionaux, le cas échéant, ce qui a obligé la Cour à embaucher des fonctionnaires qualifiés qui exécuteront les fonctions auparavant accomplies par l'administration centrale. La Cour a ses propres locaux à Vancouver, à London, à Toronto, à Ottawa et à Montréal.

La Cour est également tenue de régler les appels qui sont entendus conformément à la procédure informelle dans un délai d'environ six mois suivant la date de leur dépôt. Cette exigence nécessitera une plus grande coordination et planification du traitement de ces appels.

Les renseignements supplémentaires suivants permettront au lecteur de mieux comprendre les obligations que la loi impose à la Cour canadienne de l'impôt et illustrent les répercussions de la législation en ce qui a trait à l'organisation de la Cour, à l'augmentation de la charge de travail et à la complexité des appels traités.

La Cour a compétence exclusive pour entendre les renvois et les appels portés devant elle sur les questions découlant de l'application du Régime de pensions du Canada, de la Loi de l'impôt sur le revenu, de la partie IX de la Loi sur la taxe d'accise à l'égard de la taxe sur les produits et services, de la Loi sur la sécurité de la vieillesse, de la Loi de l'impôt sur les revenus pétroliers et de la partie III de la Loi sur l'assurance-chômage, dans la mesure où ces lois prévoient un droit de renvoi ou d'appel devant elle. De plus, la Cour a compétence exclusive pour entendre les appels portés devant elle en application de la Loi sur les allocations aux anciens combattants et de la Loi sur les pensions et allocations de guerre pour les civils, lorsqu'une décision est rendue par le Tribunal d'appel des anciens combattants sur ce qui constitue un revenu.

1.	Renseignements supplémentaires sur le mandat
B.	Autres renseignements
●	Avantages sociaux des employés constitués de la contribution de l'employeur aux primes des régimes d'assurance et des frais payés par le Secrétaire du Conseil du Trésor (1 992 \$ par année-personne)
●	Emission des chèques, autres services comptables et administration des fonctions de la rémunération et du traitement fournis sans frais par Approvisionnement et Services Canada
●	Locaux et aménagement initial des locaux fournis sans frais par Travaux publics Canada
*	Les autres coûts de 4 186 000 \$ comprennent : (en milliers de dollars)
	3 905
	14
	267

(en milliers de dollars)	Budget principal 1993-1994	Plus* autres coûts	14 534	15 837
			1993-1994	1992-1993
			du Programme	
			Coût total estimatif	

Tableau 10 : Coût total du Programme pour 1993-1994

3. Coût net du Programme

Le Budget des dépenses du Programme ne comprend que les dépenses qui doivent être imputées sur ses crédits votés. Le tableau 10 présente d'autres éléments de coût dont il faut tenir compte pour établir le coût total estimatif du Programme.



## 2. Besoins en personnel

Les dépenses en personnel représentent approximativement 64% des dépenses totales planifiées du Programme. Un aperçu des besoins en personnel du Programme est présenté au tableau 9.

Tableau 9 : Détail des besoins en personnel

	ETP*	ETP	Réel	Echelle des traitements	Provision pour le traitement annuel moyen 1993-1994
<b>Cadre **</b>	2	2	2	63 300 - 128 900	81 100
<b>Administration et service extérieur</b>					
Services administratifs	22	23	40	17 994 - 75 002	45 924
Gestion des finances	2	3	4	15 516 - 69 789	54 250
Gestion du personnel	3	3	2	16 882 - 69 291	44 667
Gestion des systèmes informatiques	4	4	2	24 060 - 78 759	47 757
Administration des programmes	34	28	1	17 994 - 75 002	45 448
Achats et approvisionnements	3	1	1	16 781 - 72 700	29 046
<b>Technique</b>					
Soutien des sciences sociales	11	11	9	16 608 - 75 927	37 072
<b>Soutien administratif</b>					
Commissaires	35	41	38	16 999 - 41 724	27 837
Mécanographe	-	1	1	16 648 - 33 218	-
Secrétariat	16	16	14	16 847 - 41 991	34 916
<b>Fonctionnement</b>					
Services divers	2	2	2	17 489 - 53 544	32 182

\* L'équivalent temps plein (ETP) est la mesure du recours aux ressources humaines fondée sur les niveaux moyens d'emploi. Le ETP permet de calculer les heures pendant lesquelles un employé travaille au cours de chaque semaine d'après le taux horaire et le nombre d'heures de travail prévu à l'horaire. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor mais ils figurent à la Partie III du Budget des dépenses à l'appui des besoins en dépenses de personnel spécifiées au Budget des dépenses.

Note : L'échelle des traitements actuelle indique les échelles salariales par groupe professionnel en vigueur le 1<sup>er</sup> octobre 1992. La colonne visant l'échelle des traitements indique les coûts salariaux estimatifs de base, y compris la provision pour les conventions collectives, les augmentations d'échelon annuelles, les promotions et la rémunération au mérite. Les modifications apportées à la répartition des éléments utilisés pour le calcul peuvent influencer sur la comparaison des moyennes entre les années.

\*\* Ceci comprend tous ceux qui appartiennent aux niveaux EX-1 à EX-5 inclusivement.

A. Aperçu des ressources du Programme

1. Besoins financiers par article

Le tableau 8 montre les dépenses par article du Greffe de la Cour canadienne de l'impôt.

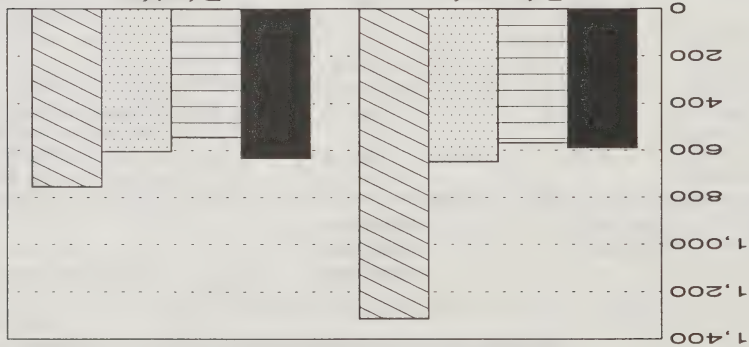
Tableau 8 : Détail des besoins financiers par article

(en milliers de dollars)		Budget des dépenses	Prévu	Réel
		1993-1994	1992-1993	1991-1992
Personnel	Traitements et salaires	5 882	5 799	4 821
	Contributions aux régimes			
	d'avantages sociaux des employés	735	819	700
Biens et services		6 617	6 618	5 521
	Transports et communications	750	657	583
	Information	15	143	15
	Services professionnels et spéciaux	1 827	1 855	1 594
	Location	65	108	67
	Achat de services de réparation et d'entretien	350	626	527
	Services publics, fournitures et approvisionnements	479	600	525
	Autres subventions et paiements	-	2	2
	Total des dépenses de fonctionnement	10 103	10 609	8 834
	Capital	245	977	601
		10 348	11 586	9 435

Tableau 7 : Nombre d'appels déposés et réglés en matière d'assurance-chômage en 1989, 1990, 1991 et 1992

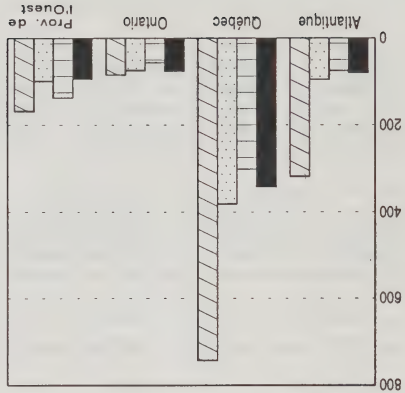
- Les données se rapportant aux appels de 1992 sont fondées sur des prévisions.
- Les appels réglés durant une année donnée n'ont pas été nécessairement déposés au cours de cette année.

Canada  
Nombre d'appels déposés et réglés en matière d'assurance chômage



1989	589	635
1990	569	544
1991	649	605
1992	1,313	756

Appels déposés  
en matière d'assurance-chômage



Appels déposés  
en matière d'assurance-chômage

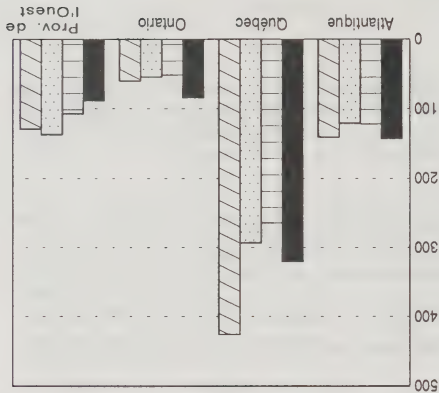


Tableau 6 : Nombre d'appels et de demandes portant sur des litiges fiscaux déposés et réglés, selon les régions, en 1989, 1990, 1991 et 1992

- Les données se rapportant aux appels de 1992 sont fondées sur des prévisions.
- Les appels réglés durant une année donnée n'ont pas été nécessairement déposés au cours de cette année.

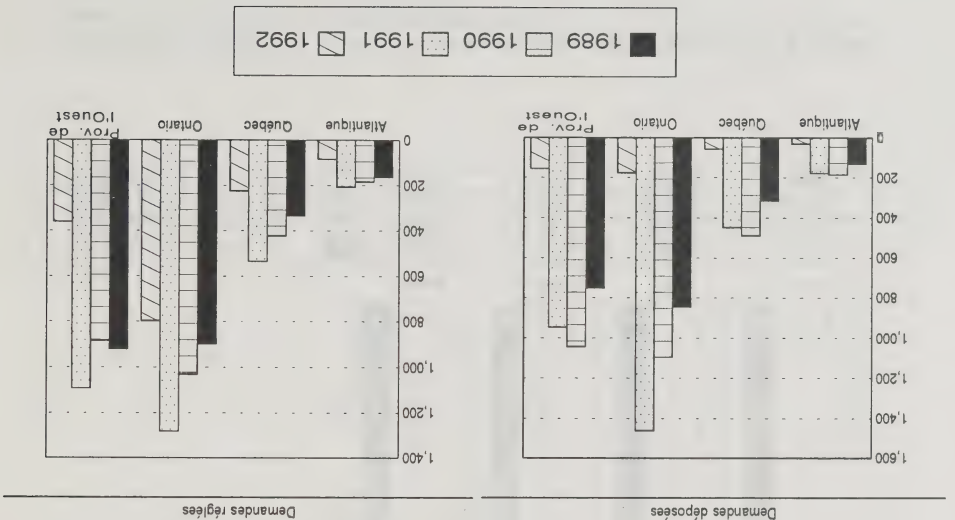
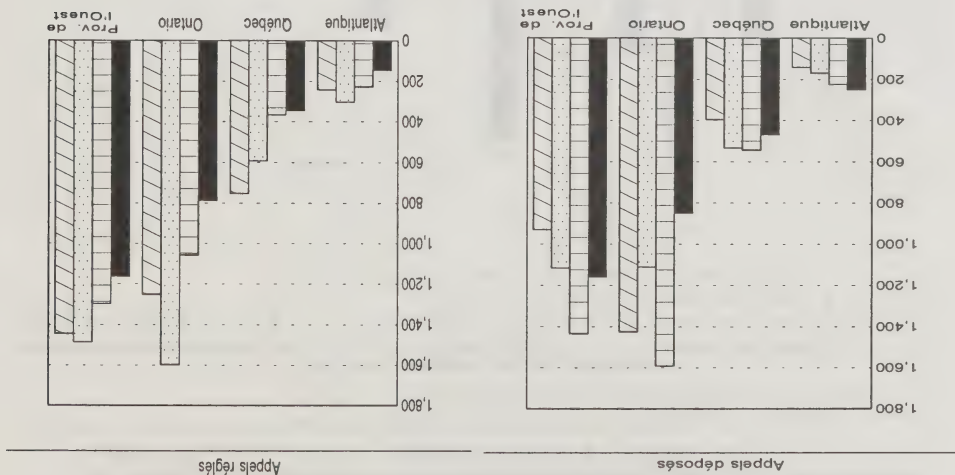
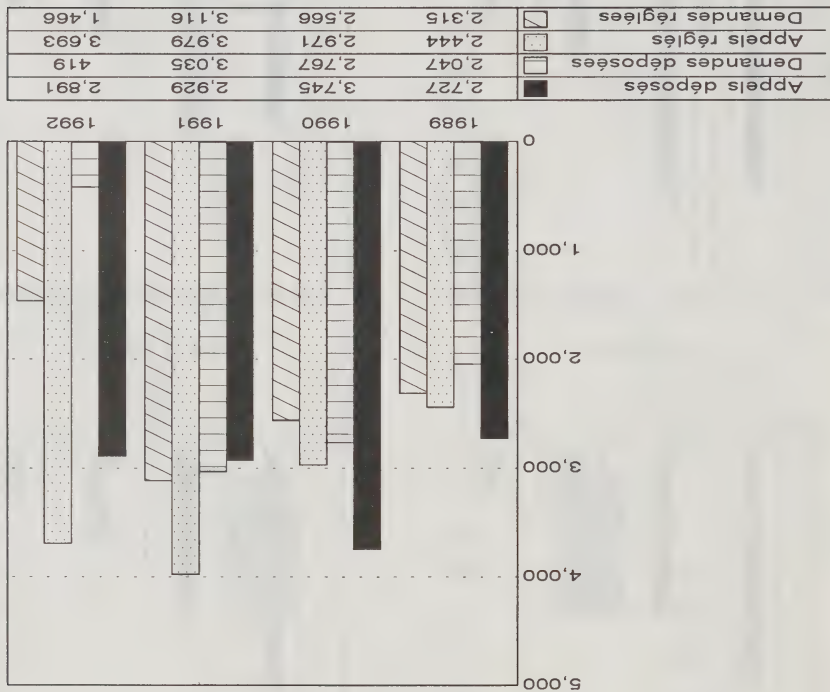


Tableau 5 : Nombre d'appels et de demandes portant sur des litiges fiscaux  
(art. 166.2, 167 et 174) déposés et réglés en 1989, 1990, 1991 et 1992

- Les données se rapportant aux appels de 1992 sont fondées sur des prévisions.
- Les appels réglés durant une année donnée n'ont pas été nécessairement déposés au cours de cette année.
- Les ressources attribuées directement au traitement des appels et des demandes en 1991-1992 s'élevaient à 85 années-personnes et à 6 129 000 \$.

Nombre d'appels et de demandes



Veuillez vous reporter à la section 1 de la Partie C (Facteurs externes) pour y trouver l'explication de la diminution des demandes reçues.



Les chiffres suivants reflètent la charge de travail de la Cour au cours des quatre dernières années. Le tableau 5 indique le nombre total d'appels et de demandes déposés et régies, portant sur des questions découlant de l'application de la Loi de l'impôt sur le revenu. Le tableau 6 présente ces renseignements selon les régions. Le tableau 7 illustre le nombre d'appels déposés et régies en vertu de la partie III de la Loi sur l'assurance-chômage selon les régions.

Par demandes, il faut entendre les demandes de prolongation de délai (au-delà de la date limite) à l'égard des appels ou des oppositions.

En vue de mieux illustrer la complexité en ce qui a trait aux responsabilités de la Cour, voir section II, Renseignements supplémentaires (pages 22 et 23).

Au cours de l'exercice 1991-1992, la Cour a perçu 363 000 \$ en frais judiciaires ainsi que 9 000 \$ provenant de la vente de copies de jugements. Ces sommes ont été déposées au Trésor à titre de recettes non fiscales.

**Explication de la différence :** Les besoins financiers pour l'exercice 1991-1992 étaient de 721 000 \$, soit 8 % de plus que ceux prévus dans le Budget des dépenses principal 1991-1992. L'autorisation de dépasser le niveau du Budget des dépenses principal a été obtenue grâce au Budget des dépenses supplémentaire de cette année. Cette augmentation est attribuable aux facteurs suivants :

(en milliers de dollars)

- Les dépenses salariales ont diminué de 146 000 \$ en raison du gel du traitement des employés de la fonction publique et du fait que le traitement des juges suppléants a donné lieu à moins de dépenses que prévu. Les contributions aux régimes d'avantages sociaux des employés ont augmenté de 61 000 \$ surtout en raison de l'adjonction de huit équivalents temps plein approuvée par voie de présentation figurant au Budget des dépenses supplémentaire
- (85)

- Les transports et les communications ont connu une baisse de 304 000 \$ attribuable à la modification d'une politique qui impute aux services professionnels les frais de voyage des sténographes et des greffiers retenus par contrat (201 000 \$) aussi bien qu'à la diminution des frais de courrier et de documents, dont le nombre a diminué. L'information a aussi accusé un écart, 15 000 \$ ayant été consacrés à la publication des nouvelles règles de procédure et les services professionnels spéciaux ayant connu une hausse de 46 000 \$, les réparations et l'entretien, une hausse de 391 000 \$ et le matériel et les approvisionnements, une hausse de 159 000 \$, imputables principalement à l'installation des nouveaux juges et de leur personnel dans de nouveaux locaux, et aux fournitures qui leurs sont destinées

- L'augmentation des dépenses de capital est imputable à l'achat du mobilier et du matériel (y compris du matériel de TED) requis pour les locaux attribués aux nouveaux juges et à leur personnel aussi bien qu'aux coûts en capital afférents au déplacement des employés nécessités par l'expansion des locaux attribués aux juges
- 500

#### E. Données sur le rendement et justification des ressources

Les besoins en ressources du Programme sont fondés principalement sur les facteurs suivants:

- le montant en litige de chaque appel;
- la complexité des causes jugées;
- le nombre d'appels interjetés;
- le nombre d'appels entendus et jugés.

de la Loi sur les allocations aux anciens combattants et de la Loi sur les pensions et allocations de guerre pour les civils sont également entendus dans des petites localités. Les appelants n'ont pas à se déplacer à l'extérieur de leur région pour se faire entendre. Durant les 12 derniers mois, 12 % des appels interjetés en vertu de la Loi de l'impôt sur le revenu l'ont été en français et 88 % en anglais. En ce qui a trait aux appels interjetés en vertu de la partie III de la Loi sur l'assurance-chômage, 58 % des appels ont été interjetés en français et 42 % en anglais. Pour entendre ces appels, les juges de la Cour doivent se déplacer dans plus de 80 endroits au Canada.

**Absence de formalités :** Les appels des cotisations ou des nouvelles cotisations en vertu de la Loi de l'impôt sur le revenu pourront être entendus selon deux procédures : une procédure informelle et rapide lorsque le montant en litige est égal ou inférieur à 7 000 \$, et une procédure générale dans les autres cas. Selon la procédure informelle, il y aura moins d'écrits et les règles de preuve ne seront pas appliquées de façon stricte. En ce qui concerne les causes où le montant en litige est de plus de 7 000 \$, la procédure générale sera similaire à celle utilisée à la Section de première instance de la Cour fédérale du Canada et les règles de preuve seront appliquées de façon habituelle. Les appels autres que ceux interjetés en vertu de la Loi de l'impôt sur le revenu sont régis par d'autres règles, par exemple les règles de procédure de la Cour canadienne de l'impôt à l'égard de la Loi sur l'assurance-chômage.

**Rapidité :** À l'heure actuelle, la Cour canadienne de l'impôt n'est pas pleinement responsable des délais entre la date où un appel régi par la procédure générale est déposé et celle où il est entendu et réglé. Les appelants n'ont pas tous besoin de la même période de temps pour préparer leur cause, de sorte que plusieurs d'entre eux ne peuvent pas présenter leur cause de façon immédiate. Toutefois, la Cour canadienne de l'impôt prescrit les délais pour limiter les retards dans l'audition des appels intentés selon la procédure informelle. Ces appels sont entendus et réglés dans un délai d'environ six mois à compter de la date de leur dépôt. En vertu de la procédure générale, la Cour inscrit un appel au rôle des audiences sur l'état de l'instance lorsqu'il n'y a pas eu audition de l'appel dans un délai de 14 mois. Au cours de l'audience sur l'état de l'instance, la Cour fixe des délais à l'égard des étapes suivantes de l'appel et fixe la date de l'audition.

### 3. Examen des résultats financiers

Tableau 2 : Résultats financiers en 1991-1992

(en milliers de dollars)			
	Réel	Budget principal	Différence
Grefte de la Cour canadienne de l'impôt	9 435	8 714	721
Années-personnes* (ETP)	118	105	13

\* Pour de plus amples renseignements concernant les ressources humaines, veuillez consulter le tableau 9, page 21.

responsabilités des bureaux régionaux de Vancouver et de Toronto se sont accrues de façon à s'étendre désormais à une plus grande partie de la mise en œuvre du Programme en Colombie-Britannique, au Yukon et en Ontario respectivement.

Les services des opérations de l'administration centrale ont été restructurés en trois sections. Les fonctionnaires de la Cour canadienne de l'impôt reçoivent une formation approfondie pour être en mesure de donner des conseils à l'égard de toutes les règles, de la pratique et de la procédure relevant de la Cour canadienne de l'impôt. Cette tendance vers une approche plus généraliste des responsabilités des fonctionnaires mettra fin à la dispersion des services au public tout en assurant l'enrichissement des tâches et la flexibilité de la gestion.

Le remaniement au sein de la Direction des opérations a permis de reconnaître les besoins en matière de politiques et de procédures aussi bien que des besoins accrus en gestion de l'information.

## ● Arrêt des appels

S'ajoutent à la charge de travail actuelle 1 949 appels qui ont été interjetés avant 1991 et qui sont encore en instance. Ces appels ont été interjetés conformément aux anciennes règles de la Cour canadienne de l'impôt. La Cour s'active actuellement à mettre le point final à ces appels pendants. Depuis juin 1992, environ 756 audiences sur l'état de l'instance ont été inscrites au rôle. Ces audiences sur l'état de l'instance favorisent l'aboutissement des appels. Il en résulte souvent la fixation d'audiences à une date postérieure, ce qui accroît la présente charge de travail. Jusqu'à maintenant, 80 semaines de séances de la Cour ont été portées au rôle pour les cinq premiers mois de 1993. Ce projet se poursuivra tard en 1993. Les ressources limitées empêchent la réduction plus rapide de cet arrière.

## ● Installations

Des cabinets supplémentaires ont été construits à l'intention des juges et des changements de bureaux majeurs ont eu lieu à l'administration centrale. Le déménagement du bureau régional de Montréal est terminé. Le nouveau bureau de district de London (Ontario) et une nouvelle salle d'audience au bureau régional de Toronto seront terminés et utilisés vers la fin de l'exercice 1992-1993.

## ● Conférences par vidéo

L'utilisation de la vidéo pour la tenue de conférences a fait l'étude d'un projet-pilote qui a relié notre bureau d'Ottawa à celui de Montréal. Bien que nous soyons toujours déterminés à recourir à ce mode de technologie, nous sommes malheureusement incapables d'agir en raison des restrictions budgétaires annoncées par le gouvernement en novembre 1992.

## 2. Efficacité du Programme

**Accessibilité :** En ce qui concerne les appels interjetés en vertu de la Loi de l'impôt sur le revenu, la Cour siège normalement dans 28 grands centres partout au Canada; toutefois, les appels interjetés en vertu de la Loi sur l'assurance-chômage, du Régime de pensions du Canada, de la Loi sur la sécurité de la vieillesse, de la Loi de l'impôt sur les revenus pétroliers,



le nombre des appels en matière de TPS augmenter tel que prévu, des ressources supplémentaires pourront être demandées par voie de présentation figurant au Budget des dépenses supplémentaire.

#### ● Appels déposés en vertu de la Loi sur la taxe d'accise (TPS)

On s'attendait à recevoir 1 500 appels en matière de TPS en 1992. Pendant que Revenu Canada, Douanes et Accise faisait la mise au point finale de son processus de cotisation, il a accusé un retard dans l'établissement des cotisations en matière de TPS. Conséquemment, seuls trois appels ont été déposés jusqu'à maintenant auprès de la Cour canadienne de l'impôt. Cependant, le nombre original de 1 500 appels annuels reste prévu, et l'on s'attend à ce que ces appels soient introduits au début de 1993. Les ressources affectées à l'origine à cette activité servent actuellement à réduire une partie de l'arriéré des appels en matière d'impôt sur le revenu.

#### D. Rapport sur l'exercice 1992-1993

##### 1. Points saillants

Les réalisations comprennent notamment :

#### ● Taxe sur les produits et services/Nominations de juges

La Cour a reçu des ressources supplémentaires pour mettre en oeuvre le mandat (Projet de loi C-62) imposé par la Taxe sur les produits et services (TPS), qui a reçu la sanction royale le 17 décembre 1990. On s'attend à ce que débute en janvier 1993 le traitement des quelque 1 500 appels prévus en matière de TPS. Une modification de la Loi sur la Cour canadienne de l'impôt prévoyait l'augmentation du nombre des juges de 18 à 22. Pour faire face à cette nouvelle charge de travail, une augmentation de 24 années-personnes et de 2 287 000 \$ pour l'exercice 1992-1993, et de 24 années-personnes et 1 315 500 \$ pour les exercices futurs a été approuvée au moyen d'une présentation figurant au Budget des dépenses supplémentaire 1991-1992.

#### ● Régionalisation

Un comité des opérations régionales a été constitué au cours de l'année. Il avait pour mandat d'assurer un service plus efficace aux clients aussi bien à l'extérieur qu'à l'intérieur. Les recommandations reflètent la politique de la Cour de régionaliser certaines fonctions comme les intrants dans le système de gestion des appels, l'affectation des greffiers de la Cour et les communications écrites plus nombreuses avec les appelants ou leurs avocats.

#### ● Organisation des nouvelles opérations

Les services du greffe ont été complètement remaniés pour relever désormais d'un seul directeur général, aussi bien en ce qui concerne l'administration centrale que les bureaux régionaux. Ce remaniement était nécessaire pour faciliter la mise en oeuvre du Programme du greffe en mettant l'accent sur les services offerts au public, notamment au moyen de la décentralisation au profit des greffes régionaux. Les



C. Perspective de planification

1. Facteurs externes qui influent sur le Programme

De nombreux facteurs ont influé sur le nombre d'appels dont a été saisie la Cour canadienne de l'impôt. La modification de la législation fiscale, l'application de la procédure informelle, le moment choisi pour adresser les cotisations de la TPS et la situation économique ont eu un impact considérable sur nos opérations. Les Canadiens deviennent plus conscients des droits que leur confèrent plusieurs lois, et ils les exercent par voie d'appel auprès de la Cour canadienne de l'impôt. En outre, les Canadiens agissent de plus en plus pour leur propre compte devant la Cour plutôt que par l'entremise d'un avocat. Conséquemment, le greffe consacre de plus en plus de temps à renseigner les appelants sur les règles de procédure de la Cour. De plus, les délais minimums prescrits par la procédure informelle ont eu pour effet d'augmenter la charge de travail du personnel et de créer des problèmes, faute de locaux disponibles pour traiter les appels plus rapidement.

● Appels en matière d'assurance-chômage

La situation économique difficile a trouvé son reflet dans le nombre des appels déposés cette année en matière d'assurance-chômage. Leur nombre est passé de 649 en 1991 à 1 313 en 1992, ce qui représente une hausse de 102 % par rapport à l'an dernier. Le nombre d'appels déposés devrait augmenter encore plus en raison des modifications anticipées qui toucheront l'admissibilité des particuliers aux prestations d'assurance-chômage.

● Demandes

En vertu d'une modification à la Loi de l'impôt sur le revenu qui est entrée en vigueur le 17 janvier 1992, la compétence exclusive à l'égard des demandes de prorogation du délai pour signifier les avis d'opposition est passée de la Cour canadienne de l'impôt à Revenu Canada. Cependant, la Cour canadienne de l'impôt conserve la compétence d'accueillir ces demandes lorsque Revenu Canada omet ou refuse de le faire. Il en est résulté une baisse des demandes en 1992. Bien que numériquement cette baisse puisse sembler considérable, l'économie des ressources a été minime car la majorité de ces demandes a été accueillie et ne s'est pas rendue au stade de l'audition.

● Appels en matière d'impôt sur le revenu

Le nombre des appels déposés en vertu de la Loi de l'impôt sur le revenu a diminué cette année. Cela est principalement dû à l'instauration du dossier Équité par Revenu Canada. Le dossier Équité accorde notamment un délai plus long au contribuable pour présenter son opposition à Revenu Canada, ce qui retarde l'introduction des appels auprès de la Cour canadienne de l'impôt. Ainsi donc, la baisse du nombre des appels semble refléter simplement le report du nombre des appels plutôt qu'une nette diminution.

À l'origine, on s'attendait à ce qu'environ 70 % des appels suivent la procédure informelle et 30 % la procédure générale. Il semble maintenant que l'inverse se produit, ce qui augmente considérablement les ressources et les heures de travail des employés consacrées à l'audition des appels. Si cette tendance devait se maintenir et

2. Sommaire des besoins financiers

Tableau 1 : Besoins financiers

(en milliers de dollars)			
Budget des dépenses**	1993-1994	Prévu* 1992-1993**	Différence
Détails à la page			
Greffé de la Cour canadienne de l'impôt	10 348	11 586	(1 238)
Ressources humaines ** (ETP)	134	135	(1)
	20		

\* Les prévisions pour 1992-1993 représentent une augmentation de 1 988 000 \$, soit 21 % de plus que prévu dans le Budget des dépenses principal de 1992-1993 qui s'établissait à 9 598 000 \$. Une augmentation de 2 287 000 \$ a été autorisée cette année dans le Budget des dépenses supplémentaire pour les ressources liées aux appels relatifs à la TPS et la nomination de nouveaux juges. Cependant, cette augmentation a été compensée en partie par des restrictions budgétaires de 299 000 \$.

\*\* Le Programme relatif au Greffe de la Cour canadienne de l'impôt exclut les ressources des juges de la Cour, à l'exception des traitements et des dépenses de voyage des juges suppléants.

\*\*\* Voir le tableau 9 (page 21) pour de plus amples renseignements sur les ressources humaines.

Explication de la différence : Les besoins financiers pour 1993-1994 sont inférieurs de 1 238 000 \$ aux dépenses prévues pour 1992-1993. Cette baisse est imputable à ce qui suit :

(en milliers de dollars)

- En raison du gel du traitement des fonctionnaires applicable à l'exercice 1993-1994, on s'attend à une réduction des dépenses se rapportant aux régimes d'avantages sociaux et au traitement des employés
- Il y aura aussi une diminution des dépenses de fonctionnement non salariales et des dépenses de capital mineures attribuable à la fois aux restrictions budgétaires applicables à l'exercice 1993-1994 et au fait que l'exercice 1992-1993 a fait l'objet de dépenses uniques qui sont afférentes à la nomination de juges et à London et à l'adjonction d'une salle d'audience à Toronto

**B. Plans pour 1993-1994**

**1. Points saillants**

Les plans pour 1993-1994 comprennent :

**Nouveau**

- Une étude majeure des besoins en gestion de l'information de la Cour canadienne de l'impôt sera faite au cours de 1993-1994, suivie d'une mise en oeuvre graduelle au cours des années fiscales 1994-1995 et 1995-1996. La principale priorité est le remplacement du Système de gestion des appels qui devient vétuste et qui ne peut plus répondre aux exigences de la Cour.

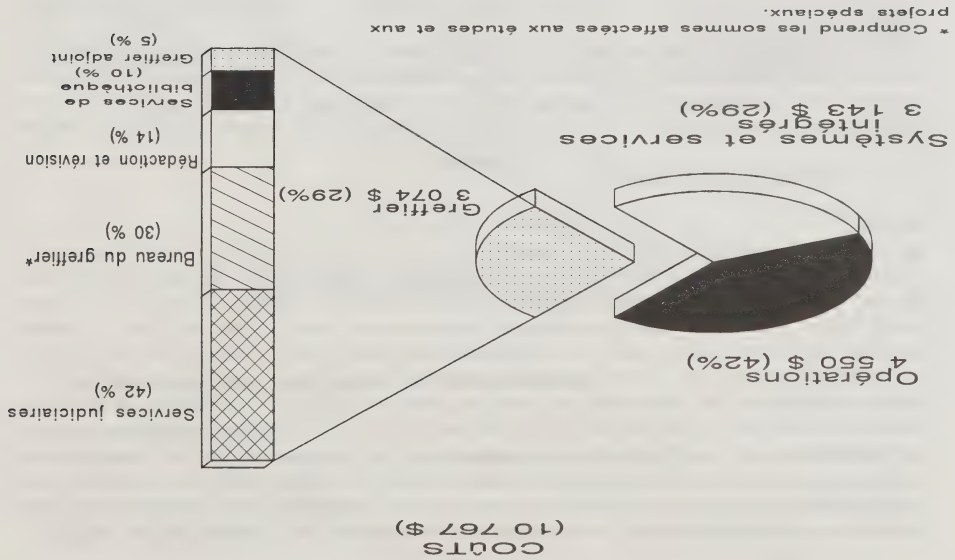
- Le déménagement de la Direction des systèmes et des services intégrés et de la Division des services de rédaction et de révision, qui doivent quitter l'immeuble Narono pour réintégrer les Tours Centennial, se fera en 1993-1994 afin d'unifier les opérations de la Cour.

- Pour assurer l'application uniforme des nouvelles Règles de la Cour canadienne de l'impôt et pour aider le personnel à donner au public un service attentif, complet et en temps utile, les ressources seront budgétisées en vue de l'élaboration de modes de fonctionnement.

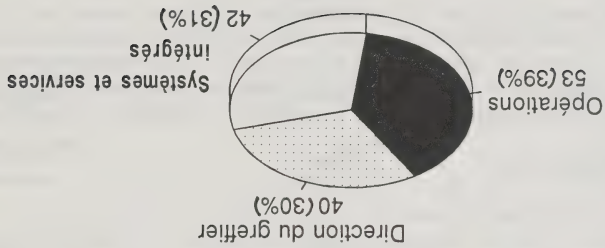
- Les récentes modifications apportées aux Règles de la Cour canadienne de l'impôt rendent la Cour plus accessible au public. La Cour traite les appels plus rapidement et de façon plus opportune lorsque les montants en litige sont plus petits. Pour faire connaître au public l'objectif du programme et les nouvelles Règles, la Cour entend mettre au point un mécanisme de communication visant à mieux faire connaître et comprendre son rôle au public.

- La Cour canadienne de l'impôt est en train d'élaborer une présentation concernant le Budget des dépenses supplémentaire afin de permettre à une compagnie du secteur privé de commencer à publier les Recueils de la Cour en 1993-1994. Cette entente visant leur publication assurera le respect des exigences de l'article 20 de la Loi sur les langues officielles, tout en permettant au gouvernement de réaliser des économies considérables à l'égard des coûts de publication.

Tableau 4 : 1992-1993 Ressources établies par direction  
(en milliers de dollars)



## ÉQUIVALENT TEMPS PLEIN (135)

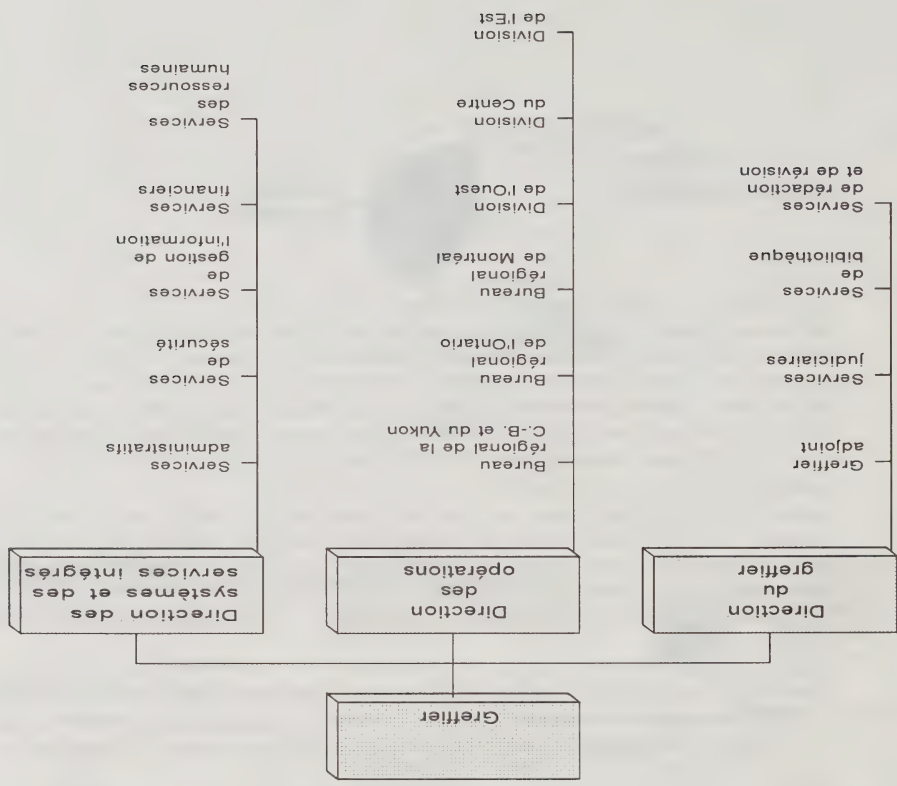


ciiale lorsqu'elles sont disponibles, ou loue à bail des locaux commerciaux. En ce qui a trait aux appels interjetés en vertu de la Loi de l'impôt sur le revenu, la Cour siègeait antérieurement à environ 28 endroits partout au pays. Elle peut désormais siéger à environ 40 endroits. Pour ce qui est des appels relatifs à l'assurance-chômage, la Cour peut siéger à plus de 80 endroits, dans les provinces et les territoires.

Le greffier, qui est l'adjoint du Commissaire à la magistrature fédérale en vertu des pouvoirs qui lui sont délégués par le paragraphe 76(2) de la Loi sur les juges, est l'administrateur général de la Cour canadienne de l'impôt. Le Commissaire à la magistrature fédérale relève du ministre de la Justice. Le greffier, en tant que fonctionnaire principal de la Cour, est responsable de l'administration de la Cour.

Tableau 3 : 1992-1993 Structure organisationnelle

Cour canadienne de l'impôt





A. Données de base

1. Mandat

Le Programme fournit des services administratifs à la Cour canadienne de l'impôt qui a compétence exclusive pour entendre les renvois et les appels portés devant elle sur les questions découlant de l'application de la Loi de l'impôt sur le revenu, du Régime de pensions du Canada, de la Loi sur la sécurité de la vieillesse, de la Loi de l'impôt sur les revenus pétroliers, de la partie III de la Loi sur l'assurance-chômage et de la partie IX de la Loi sur la taxe d'accise. De plus, la Cour a compétence exclusive pour entendre les appels portés devant elle sur des questions découlant de l'application de la Loi sur les allocations aux anciens combattants et de la Loi sur les pensions et allocations de guerre pour les civils, lorsqu'une décision est rendue par le Tribunal d'appel des anciens combattants sur ce qui constitue un revenu.

2. Objectif du Programme

L'objectif du Programme est de veiller au fonctionnement d'un tribunal indépendant et d'accès facile en vue d'assurer le règlement rapide des différends entre les justiciables et le gouvernement du Canada sur des questions soulevées par la Loi sur la Cour canadienne de l'impôt ou toute autre disposition législative en vertu de laquelle la Cour a compétence exclusive.

3. Description du Programme

Le Greffe de la Cour canadienne de l'impôt fournit des services à ses juges. Ces services comprennent le traitement des appels et l'établissement ordonné, efficace et en temps utile du rôle pour tout le Canada aussi bien que l'apport de conseils et d'aide aux parties aux litiges, à leurs représentants et au public relativement aux règles de pratique et de procédure de la Cour. La Cour reçoit aussi des services de gestion tels que les finances, les ressources humaines, l'administration, la gestion de l'information et la sécurité. Ces services sont fournis conformément à la structure organisationnelle exposée au tableau 3 (page 7).

4. Structure organisationnelle

La Cour, dont l'administration centrale est située à Ottawa, se compose du juge en chef, du juge en chef adjoint, de 20 autres juges plus quatre juges surnuméraires; d'autres juges décideront peut-être en 1993-1994 de devenir juges surnuméraires. Afin de contribuer à l'audition expéditive des appels, le juge en chef peut, avec l'autorisation du gouverneur en conseil, nommer des juges suppléants de la Cour. Il y a maintenant cinq juges suppléants.

Le juge en chef est la personne responsable de la répartition du travail entre les juges et l'affectation de chaque juge pour chacune des séances de la Cour. La Cour a ses propres bureaux à Vancouver, à London, à Toronto, à Ottawa et à Montréal. De plus, elle partage des bureaux avec la Cour fédérale du Canada à Edmonton, à Calgary, à Winnipeg, à Québec, à Halifax et à Fredericton. À d'autres endroits, la Cour utilise les installations de la Cour provin-

[illegible]

A.

Besoin

Crédits (L)

40	Cour
	Dépén.
	Contribu
	d'avantag
	Total de l'org.

Crédits -- Libellé et sommes dema

Crédits (dollars)

40	Cour canadienne de l'impôt
	Cour canadienne de l'impôt --
	Dépenses du Programme

Programme par activité

(en milliers de dollars)		Budget principal 1993-1994	
	ETP*	Fonction- Dépenses	
		nement	
		en capital	
Greffe de la Cour		canadienne de l'impôt	134*
			10 103
			245
ETP autorisés			
en 1992-1993			110

\* L'équivalent temps plein (ETP) est la mesure des ressources humaines s. du Budget de fonctionnement qui comprend le retrait des contrôles d. Trésor sur le recours aux ressources humaines. Le ETP permet de calculer pendant lesquelles un employé travaille au cours de chaque semaine d'après le nombre d'heures de travail prévu à l'horaire.

4 (Cour canadienne de l'impôt)

Table des matières

Autorisations de dépenser

A. Autorisations pour 1993-1994

B. Emploi des autorisations

Section I

Aperçu du

C. Topical

24	C. Index par sujet
22	1. Renseignements supplémentaires sur le mandat
22	B. Autres renseignements
22	3. Coût net du Programme
21	2. Besoins en personnel
20	1. Besoins financiers par article
20	A. Aperçu des ressources du Programme
	Renseignements supplémentaires
	Section II
15	E. Données sur le rendement et justification des ressources
14	3. Examen des résultats financiers
13	2. Efficacité du Programme
12	1. Points saillants
12	D. Rapport sur l'année financière 1992-1993
11	1. Facteurs externes qui influent sur le Programme
11	C. Perspective de planification
10	2. Sommaire des besoins financiers
9	1. Points saillants
9	B. Plans pour 1993-1994
6	4. Structure organisationnelle
6	3. Description du Programme
6	2. Objectif du Programme
6	1. Mandat
6	A. Données de base
	Programme
5	Plans en 1991-1992
4	

Conçu pour servir de document de référence, le présent plan de dépenses propose à ses utilisateurs différents niveaux d'information pouvant répondre à leurs besoins propres.

Le document comprend deux sections. La section I présente un aperçu et une description du Programme, des données de base, les objectifs et les perspectives en matière de planification, ainsi que des données sur le rendement qui servent à justifier les ressources demandées. Pour donner un ensemble de renseignements plus logique, l'ordre de la section I diffère de celui de la Partie III de 1992-1993. La section II fournit de plus amples renseignements sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La section I est précédée des autorisations de dépenser provenant de la Partie II du Budget des dépenses et du Volume II des Comptes publics. Cette façon de procéder a pour objet d'assurer une certaine continuité avec les Budgets des dépenses antérieurs et de permettre l'évaluation des résultats financiers du Programme au cours de l'année écoulée.

Ce document permettra au lecteur de trouver facilement les renseignements qu'il cherche. La table des matières expose en détail le contenu de chaque section. En outre, dans tout le document, des renvois permettent au lecteur de trouver de plus amples renseignements sur les postes de dépenses qui l'intéressent particulièrement.

Notons que conformément aux principes applicables aux budgets de fonctionnement, le recours aux ressources humaines exposé dans ce plan de dépenses sera mesuré en fonction de l'équivalent temps plein de l'employé (ETP). Le ETP permet de calculer les heures pendant lesquelles un employé travaille au cours de chaque semaine d'après le taux horaire et le nombre d'heures de travail prévu à l'horaire.



## Budget des dépenses 1993-1994

### Partie III

### Cour canadienne de l'impôt

## Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commencant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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# Cour canadienne de l'impôt

## Budget des dépenses 1993-1994

### Partie III

Plan de dépenses





# Transport Canada

1993-94  
Estimates



Part III

Expenditure Plan

## The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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1993-94 Estimates

Part III

Transport Canada

## Preface

This Expenditure Plan, to be used as a reference document, contains several levels of detail to respond to the various needs of its audience.

The Plan is divided into three sections. Section I presents an overview of the Program and a summary of its current plans and performance. The more-detailed Section II identifies, for each activity, the expected results and other key performance information that form the basis for the resources requested. Section III provides further information on costs and resources as well as special analyses which may be required to understand the Program more fully.

Section I is preceded by details of Spending Authorities from Part II of the Estimates and Volume II of the Public Accounts. This is to provide continuity with other Estimates documents and to aid in assessing the Program's financial performance during the past year.

This document permits easy access to specific information. The table of contents provides a detailed guide to the contents of each section and a financial summary in Section I provides cross-references to the more detailed information found in Section II. In addition, references are made throughout the document to allow the reader to find more details on items of particular interest.

Transport Canada is a single-program Department comprising six major activities: Policy and Coordination, Canadian Coast Guard, Aviation, Airports, Surface and Departmental Administration.

This single-program/multiple-activity structure permits the Minister and the Department to deliver a program mix that fulfills diverse operational, regulatory, research and policy objectives, within a finite funding framework.

It should be noted that, in accordance with Operating Budget principles, human resource consumption reported in this Expenditure Plan will be measured in terms of employee full-time equivalents (FTE). FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

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## Table of Contents

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<b>Spending Authorities</b>	1-4
A. Authorities for 1993-94 - Part II of the Estimates	1-4
B. Use of 1991-92 Authorities - Volume II of the Public Accounts	1-8
<b>Section I</b>	
<b>Program Overview</b>	1-9
A. Plans for 1993-94 and Recent Performance	1-9
1. Highlights	1-9
2. Financial Summaries	1-14
B. Background	1-19
1. Introduction	1-19
2. Mandate	1-19
3. Program Objective	1-19
4. Program Organization for Delivery	1-19
C. Planning Perspective	1-23
1. External Factors Influencing the Program	1-23
2. Initiatives	1-24
3. Update on Previously Reported Initiatives	1-29
D. Program Effectiveness	1-32
<b>Section II</b>	
<b>Analysis by Activity</b>	2-1
A. Policy and Coordination	2-1
B. Canadian Coast Guard	2-14
C. Aviation	2-36
D. Airports	2-52
E. Surface	2-60
F. Departmental Administration	2-74
<b>Section III</b>	
<b>Supplementary Information</b>	3-1
A. Profile of Program Resources	3-1
1. Financial Requirements by Object	3-1
2. Personnel Requirements	3-2
3. Capital Expenditures	3-4
4. Transfer Payments	3-26
5. Revenue	3-31
6. Loans, Investments and Advances	3-36
7. Net Cost of Program	3-38
B. Other Information	3-39
1. Canadian Coast Guard Fleet	3-39
2. Investment in the Canadian Coast Guard Fleet	3-40
3. Ship Source Oil Pollution Fund	3-41
4. Details of Legal Mandate	3-42
5. Summaries of Funding Through Appropriations - Crown Corporations	3-44
6. Green Plan	3-47
Index	3-48

## Spending Authorities

### A. Authorities for 1993-94 - Part II of the Estimates

Authority is requested to spend \$1,976,527,005 to operate the Transport Program during the 1993-94 fiscal year. Existing statutes authorize the net expenditure of an additional \$130,339,100.

### Financial Requirements by Authority

Vote (thousands of dollars)		1993-94 Main Estimates	1992-93 Main Estimates
	<b>Transport</b>		
1	Operating expenditures	560,484	429,682
5	Capital expenditures	566,615	617,112
10	Grants and contributions	328,647	198,285
15	Payment to the Canarctic Shipping Company Limited	2,657	5,721
20	Payment to the Jacques Cartier and Champlain Bridges Inc.	36,764	32,658
25	Payments to Canada Ports Corporation	600	1,750
30	Payments to Marine Atlantic Inc.	132,393	140,458
35	Payments to VIA Rail Canada Inc.	343,367	361,900
40	Payment to St. Lawrence Seaway Authority for the Valleyfield Bridge	2,000	-
45	Payment to Laurentian Pilotage Authority	3,000	2,737
(S)	Minister of Transport - Salary and motor car allowance	51	51
(S)	Termination of tolls - Victoria Bridge	3,812	3,054
(S)	Contributions to employee benefit plans	126,476	156,152
-	Payment to Canadian National Railway Company	-	3
-	Payment to St. Lawrence Seaway Authority for the Welland Canal	-	29,000
	<b>Total Budgetary</b>	<b>2,106,866</b>	<b>1,978,563</b>
-	Payment to Canada Ports Corporation in respect of the Interport Loan Fund	-	20,000
	<b>Total Non-Budgetary</b>	<b>-</b>	<b>20,000</b>
	<b>Total Program</b>	<b>2,106,866</b>	<b>1,998,563</b>

## Votes - Wording and Amounts

Vote (dollars)

1993-94  
Main Estimates

### Transport

1	Transport - Operating expenditures, and (a) authority to make recoverable advances for transportation, stevedoring and other shipping services performed on behalf of individuals, outside agencies and other governments, in the course of, or arising out of, the exercise of jurisdiction in navigation, including navigational aids, and shipping; (b) authority to make expenditures on other than federal property in the course of, or arising out of, the exercise of jurisdiction in aeronautics; (c) authority for the payment of commissions for revenue collection pursuant to the Aeronautics Act; (d) subject to paragraph (e), authority to spend revenue received during the year; and (e) authority to spend revenue received during the year in the course of, or arising out of, the exercise of jurisdiction in aeronautics of an amount equal, in the opinion of the Minister of National Revenue, to the net amount received during the year from the air transportation tax payable under Part II of the Excise Tax Act.	560,484,000
5	Transport - Capital expenditures including contributions to provinces or municipalities, local or private authorities towards construction done by those bodies.	566,615,000
10	Transport - The grants listed in the Estimates and contributions including payments to supplement pension allowances under the Intercolonial and Prince Edward Island Railway Employees' Provident Fund Act.	328,647,005
15	Payment to the Canarctic Shipping Company Limited to be applied by the company in the payment of the excess of the expenditures over the revenues of the company during the calendar year 1993.	2,657,000
20	Payment to the Jacques Cartier and Champlain Bridges Inc. to be applied in payment of the excess of the expenditures over the revenues of the corporation (exclusive of depreciation on capital structures and reserves) in the operation of the Jacques Cartier and Champlain Bridges, Montréal.	36,764,000
25	Payments to the Canada Ports Corporation for hydro costs at the Port of Churchill, Manitoba.	600,000



## Votes - Wording and Amounts (Cont'd)

Vote (dollars)

1993-94  
Main Estimates

30	Payments to Marine Atlantic Inc. in respect of: (i) the costs of the management of the company, payments for capital purposes and for transportation activities including the following water transportation services pursuant to contracts with Her Majesty: Newfoundland ferries and terminals; Newfoundland coastal service and terminals; Prince Edward Island ferries and terminals; Yarmouth, N.S., to the New England states, United States ferries and terminals; Digby, N.S., to Saint John, N.B., ferries and terminals; (ii) payments made by the company of the costs incurred for the provision of early retirement benefits, severance and other benefits where such costs result from employee cut-backs or the discontinuance or reduction of a service; (iii) financial assistance to a subsidiary company involved in ship repair or ship maintenance.	132,393,000
35	Payments to VIA Rail Canada Inc. in respect of the costs of the management of the company, payments for capital purposes and payments for the provision of rail passenger services in Canada in accordance with contracts entered into pursuant to subparagraph (c)(i) of Transport Vote 52d, Appropriation Act No. 1, 1977, and payments to a railway company for the prescribed portion of the costs incurred by the company for the provision of income maintenance benefits, layoff benefits, relocation expenses, early retirement benefits, severance benefits and other benefits to its employees where such costs are incurred as a result of the implementation of the provisions of the contract or discontinuance of a rail passenger service pursuant to subparagraph (c)(ii) of Transport Vote 52d, Appropriation Act No.1, 1977.	343,367,000
40	Payments to the St. Lawrence Seaway Authority in respect of the Valleyfield Bridge rehabilitation project including necessary capital expenditures.	2,000,000
45	Payment to the Laurentian Pilotage Authority to be applied in payment of the excess of the expenditures over the revenues of the authority during the calendar year 1993.	3,000,000

Program by Activity

(thousands of dollars)	1993-94 Main Estimates					1992-93 Main Estimates
	Budgetary					
	Operating	Capital	Transfer payments	Less: Revenues credited to the Vote	Total	
Policy and Coordination <sup>1</sup>	558,266	10,326	280,697	-	849,289	820,814
Canadian Coast Guard <sup>2</sup>	549,689	147,927	1,742	31,757	667,601	645,842
Aviation	630,086	252,325	601	597,503	285,509	290,646
Airports	200,184	123,906	39,810	292,997	70,903	43,460
Surface	37,913	2,419	9,213	310	49,235	50,409
Departmental Administration	172,935	29,712	396	18,714	184,329	147,392
	2,149,073	566,615	332,459	941,281	2,106,866	1,998,563

1.
- The Policy and Coordination Activity includes payments to the following Crown corporations: The Jacques Cartier and Champlain Bridges Inc. (\$36,764,000, Vote 20); Canada Ports Corporation (\$600,000, Vote 25); Marine Atlantic Inc. (\$132,393,000, Vote 30); VIA Rail Canada Inc. (\$343,367,000, Vote 35); and the St. Lawrence Seaway Authority (\$2,000,000, Vote 40).
2.
- The Canadian Coast Guard Activity includes payments to Canarctic Shipping Co. Ltd. (\$2,657,000, Vote 15); and, Laurentian Pilotage Authority (\$3,000,000, Vote 45).

Further details concerning budgetary appropriations for Crown corporations are displayed in Section III, Supplementary Information, starting on p. 3-44 .

## B. Use of 1991-92 Authorities - Volume II of the Public Accounts

Vote (dollars)		Main Estimates	Total Available for Use	Actual Use
	<b>Transport Program</b>			
1	Operating expenditures	441,798,000	610,449,376	540,633,492
2c	Forgiveness of debt - Northern Transportation Company Limited	-	4,000,000	4,000,000
5	Capital expenditures	663,598,000	549,907,342	533,227,389
10	Grants and contributions	231,735,117	195,535,119	192,856,373
15	Payment to the Canarctic Shipping Company Limited	6,672,000	9,989,000	9,837,069
16c	Payment to Atlantic Pilotage Authority	-	448,000	448,000
20	Payment to the Jacques Cartier and Champlain Bridges Inc.	35,575,000	30,275,000	26,375,837
25	Payments to Canada Ports Corporation	32,350,000	25,150,000	25,100,797
26b	Payments to Canada Ports Corporation - Ridley Terminals Inc.	-	58,473,633	58,473,633
27c	Payment to Great Lakes Pilotage Authority	-	850,000	850,000
28c	Payment to Laurentian Pilotage Authority	-	5,243,000	5,026,158
30	Payments to Marine Atlantic Inc.	144,558,000	127,547,489	127,233,000
35	Payments to VIA Rail Canada Inc.	411,900,000	438,936,000	434,950,091
40	Payment to St. Lawrence Seaway Authority	28,700,000	28,700,000	28,700,000
45	Payment to Canadian National Railway Company	9,000	9,000	8,802
(S)	Minister of Transport - salary and motor car allowance	51,100	51,100	51,100
(S)	Termination of tolls - Victoria Bridge	2,815,000	2,908,327	2,908,327
(S)	Contributions to employee benefit plans	148,518,000	162,723,000	162,723,000
(S)	Refunds of amounts credited to revenue in previous year	-	158,111	158,111
(S)	Federal Court Awards	-	507,863	507,863
	<b>Total Budgetary</b>	<b>2,148,279,217</b>	<b>2,251,861,360</b>	<b>2,154,069,042</b>
46c	(L) Payment to the Canada Ports Corporation in respect of the Interport Loan Fund	-	30,000,000	30,000,000
(S)	(L) Loans to the Canada Ports Corporation for working capital	-	10,000,000	-
(S)	(L) Loans to the St. Lawrence Seaway Authority	-	10,000,000	-
	<b>Total Non-Budgetary</b>	<b>-</b>	<b>50,000,000</b>	<b>30,000,000</b>
	<b>Total Department - Budgetary and Non-Budgetary</b>	<b>2,148,279,217</b>	<b>2,301,861,360</b>	<b>2,184,069,042</b>

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## Section I

### Program Overview

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#### A. Plans for 1993-94 and Recent Performance

##### 1. Highlights

In continuing to create a vision of a modern transportation system to meet the country's needs, Transport Canada must cope with economic pressures facing the country and the transportation system. While forces are mounting for increased regulation in such areas as safety and environmental practices, the Department must also consider economic, competitive and technological factors. Highlights of the Department's recent performance and future plans in priority areas which allow it to respond to these pressures and to the changing needs of Canadians are presented below.

#### Policy Development Priorities

**Competitiveness** will be a key factor in the prosperity of the country in the 1990s. Transport Canada is reflecting this in its treatment of all transportation issues by monitoring and assessing competitive conditions within the industry, and acting when necessary to remove barriers that may prevent carriers from implementing modern, intermodal systems or making appropriate use of logistics. The Department is pursuing the following policy initiatives to enhance the transportation industry's competitiveness:

- **Strategic Capital Investment Initiatives:** On December 2, 1992, the Minister of Finance announced in his Economic and Fiscal Statement, a strategic capital investment initiative for transportation and high technology infrastructure in partnership with the provinces and private sector. New federal funding will total \$500 million over the next two years. Included in Transport Canada's 1993-94 Main Estimates are grants and contributions totalling \$140 million towards federal/provincial highway projects across Canada. Also included in these Estimates are capital projects totalling \$30 million, in 1993-94 - \$5 million for Northern Airport projects and \$25 million for the Microwave Landing System project. Finally, additional funding of \$7 million has been included towards the major maintenance program for the Jacques Cartier and Champlain Bridges in Montréal.
- **Integrated Surface/Freight Strategy:** The development and introduction of an integrated surface/freight strategy is planned for 1993-94. This strategy will consider current rail and port problems and means to resolve them. Extensive industry and government consultations are planned in the development of this strategy (see p. 1-24).
- **Cost Recovery Policy:** In 1990-91, the Department conducted extensive consultations on a proposed, new cost recovery policy. Approval and implementation of the policy have been delayed by the recession. Increased cost recovery remains an important priority to ensure an equitable sharing of costs between users and general taxpayers, and to enhance efficiency.
- **Federal Ferry Program:** In partnership with the provinces, the Department will pursue initiatives to improve management of the federal ferry program to respond to identified problems. In 1992 - 93, specific endeavours were initiated including ferry fleet replacement, promoting commercial freedom, and ensuring fair competition, where subsidized services compete with private enterprises (see p. 1-24).
- **Canadian Airline Industry:** In 1993-94 the Department will assess the need to recalibrate the legislative framework governing the Canadian airline industry. Consultations will be conducted to explore the actions necessary to minimize taxpayers' financial exposure and to support a viable, Canadian, competitive airline system.



- **High-Speed Rail:** Feasibility studies on a high-speed rail passenger service in the busy Québec City-Windsor corridor will be completed in 1993-94. This follows the establishment in 1992-93 of a project management consortium. A report with recommendations is expected to be completed in the fall of 1993. Costs of the \$6 million study are being shared equally by Transport Canada and the Québec and Ontario governments (see p. 1-24).
- **Royal Commission on Passenger Transportation:** The commission's final report was released in November 1992. The commission was created in 1989 to advise the government on the needs of Canadians and the relationships between modes of transport in the future. The government supports in principle the commission's recommendations relating to the need for an economic, viable and responsive transportation sector which minimizes the use of subsidies. A review of the issues raised by the commission will be undertaken in consultation with all levels of government and in conjunction with the results of the review of the National Transportation Act, expected in early 1993. This will serve as a framework to guide decision-making relating to Canada's passenger transportation systems during the next 30 years.
- **National Transportation Act (NTA) Review:** The final report of the NTA Review Commission was presented to the Minister in January 1993. The commission was established in January 1992 to undertake a review of the operation of transportation economic regulatory legislation for which the Minister is responsible, particularly the National Transportation Act 1987, the Motor Vehicle Transport Act and the Shipping Conferences Exemption Act. A review of the commission's recommendations will be undertaken by the Department in conjunction with those of the report of the Royal Commission on Passenger Transportation. Any recommended changes by the commission to national transportation policy and to the economic regulatory legislation will be reviewed in consultation with the transportation industry and the provinces.

The North American Free Trade Agreement and the creation of trading blocs in other parts of the world require focused attention on international competitiveness. Transport Canada is undertaking the following steps in this respect:

- **Canada-United States Bilateral Agreement:** The completion of negotiations for a revised Canada-United States air transport agreement following nine rounds of negotiations is expected in 1993-94 (see p. 1-29).
- **Importation of Used Motor Vehicles:** With the expected passage of Bill S-8 in the fall of 1993, to amend the Motor Vehicle Safety Act and the Motor Vehicle Tire Safety Act, regulations will be developed to address importation of used motor vehicles under the Canada-United States Free Trade Agreement. It is expected that the costs of inspection and fees associated with this program will be fully recoverable from the client (see p. 1-28).
- **Regulatory Initiatives:** The Department will respond to the recommendations arising out of the government's February 1992 Budget initiative to review existing regulations to ensure that the use of government's regulatory powers results in the greatest prosperity for Canadians. This review will determine how existing federal regulatory programs affect our competitiveness and suggest ways to improve regulatory programs, processes and intergovernmental collaboration. These recommendations will be responded to in collaboration with the Department's current regulatory initiatives in the Canadian Coast Guard, Aviation and Surface Activities, which are primarily aimed at improving our competitiveness by harmonizing regulations, standards and procedures with those of our trading partners (see pp. 1-25, 1-28, 1-30).



## Operational Priorities

**Safety** continues to be Transport Canada's highest priority. The following areas are of particular importance at this time:

- **Dryden Commission of Inquiry:** The commission of inquiry into the tragic Air Ontario crash of March 10, 1989, tabled its final report on March 26, 1992. As a result, changes relating to inspection, surveillance and the development of safety legislation were initiated in 1992-93. The Department will assign \$19.4 million and 91 FTE towards implementation of the initiatives in 1993-94 (see p. 1-25).
- **Air Traffic Controllers:** The shortage of air traffic controllers was addressed through a staffing plan, implemented in 1991-92. It is expected that a full complement of 2,195 air traffic controllers will be achieved on schedule, by June 1994 (see p. 1-30).
- **Security:** The concept of safety includes the security of transportation users from the threat of criminal, terrorist or dissident activities. Informal consultations with industry on the development of Railway Security Regulations will be completed by early 1993-94 and the regulations should be gazetted later that year. Throughout the aviation system, security measures have been strengthened, particularly in the areas of cargo, mail and catering security, and there has been a major overhaul of security alert measures. A multi-year program to replace aviation security screening equipment is expected to be introduced in 1993-94.

**Technology/Efficiency:** Transport Canada must incorporate technical and financial strategies to modernize major infrastructure. Major projects generate productivity improvements which will save operating costs. Significant technological advances affecting our Program include:

- **Air Navigation System Projects:** Major projects such as the Radar Modernization Project (RAMP), Microwave Landing System (MLS) and the Canadian Automated Air Traffic System (CAATS) (see p. 3-23) are progressing.
- **Precise Marine Navigation Systems:** The Department will increase emphasis on the development of precise marine navigation systems in support of civil and government users. The Canadian Coast Guard has established a steering committee to provide a coordinated approach to conducting or participating in such activities as Floating Aids Positioning/Status Monitoring (FAPSM); Radar-Assisted Navigation (RANAV); Electronic Chart Display and Information System (ECDIS); Laptop Automated Aids Positioning System (LAAPS); and Differential Global Positioning System (DGPS). The potential impact for improved navigation (safety) services for the commercial marine sector and for internal operations will be significant.
- **Technology in Training and Administrative Functions:** The Department has increased use of technology in training and administrative functions to improve productivity. In particular, new technologies in air traffic control and marine training (see pp. 1-24, 1-28) are being used to increase the quality of training provided by the Department. In addition, the Department has projects under way to develop an Integrated Departmental Financial System (IDFS) and a Transport Integrated Personnel System (TIPS) to improve efficiency. The Department will invest \$48.8 million in these two systems before their completion in 1995.

In addition to productivity increases gained through technology, Transport Canada is continuing to look at the way it does business to identify areas which can be improved. For example:

- **Air Navigation System (ANS) Modernization Plan:** The ANS Plan which will shape the future of the air navigation system, has been developed. Work is proceeding on the transfer of Aviation Weather Briefing Services (AWBS) from Atmospheric Environment Services (AES) and this will proceed during the next three years. Review of Aviation's levels of service policies and evolving requirements and improvements to the air navigation system are continuing.
- **Government Budgets:** The Department will respond to measures announced in the February 1991 and 1992 Budgets, such as a feasibility study to privatize the Motor Vehicle Test Centre in Blainville, Québec (see p. 1-27) and to convert the Transport Canada Training Institute to a Special Operating Agency.
- **Public Service 2000:** The Department will implement measures in line with the government's Public Service 2000 programs to bring about a wide range of improvements. In particular, the Department is implementing new classification standards (the Universal Job Evaluation Plan - see p. 1-28), and programs under the Public Service Reform Act with respect to improvements to management training and increased managerial empowerment in classification and staffing.
- **Cost Savings:** The Department will identify other cost-saving measures through internal reviews of its Program, such as studies relating to inventory rationalization and motor vehicle pooling (see p. 1-28). In addition, a task force to review the management of Crown corporations was created in the spring of 1992 to review the administrative constraints applicable to the Department's Crown corporations and to recommend ways to decrease these constraints. Recommendations will be implemented in 1993.

**Service to clients:** The Department will continue to develop and deliver efficient and cost-effective policies and programs through the provision of high-quality service to the public, in full consultation with the stakeholders. For example:

- **Airport Capacity:** The Department is addressing critical airport capacity shortfalls at Pearson and Vancouver international airports, following studies in 1991. Capacity problems relating to air traffic control are being addressed through a recruitment and staffing plan and through runway expansion proposals. In recognition of public concern about additional runways, potential environmental impact (noise, air quality, quality of life, etc.) is being assessed through a comprehensive consultative review process. Measures implemented will respond to identified public and airline industry concerns (see p. 1-26).
- **Business Philosophy in the Airports Organization:** To increase efficiency and better respond to users' needs, a more commercially-oriented responsive approach and business philosophy in the Airports organization is being promoted. The transfer of airports to other entities for financing, including the approval of private-sector financing for the redevelopment of Terminals 1 and 2 at Pearson International Airport are being pursued. As well, the Department is continuing to negotiate additional transfers of airport operations to local airport authorities (see p. 1-26).

**Environment:** The Government of Canada has sought to maintain and enhance the environment through its Green Plan. Canada's Green Plan introduced the government's detailed framework for new programs to protect and manage the environment. To complement and strengthen the Green Plan initiatives, the government has initiated environmental laws and regulations including the Canadian Environmental Assessment Act (CEAA) and the associated Environmental Assessment and Review Process (EARP) as well as the Code of Environmental Stewardship. The Green Plan and its policies, laws and regulations dictate

the guidelines which govern the activities and operations of the federal and provincial governments and the private sector.

The noise, vehicle emissions and congestion that result from transportation operations have a major negative impact on the environment. Therefore, Transport Canada has proceeded with its responsibility to incorporate environmental concerns during the development of its programs, policies and services.

- **Canadian Environmental Assessment Act (CEAA) and the Environmental Assessment and Review Process (EARP):** With the introduction of the CEAA and EARP, most of Transport Canada's activities are subject to environmental assessments. The assessments are intended to address all environmental concerns and establish the immediate and long-term environmental impacts of an activity or operation. One of the Department's largest initiatives in this respect is the environmental assessment and review of the proposed runway project at Pearson International Airport (see p. 1-27).

Linked with the introduction of the CEAA and EARP and subsequent court decisions, the Canadian Coast Guard, under the Navigable Waters Protection Act, is required to perform reviews and assessments on applications to undertake work in a navigable waterway. These assessments are of various degrees and may range from a standard environmental screening process for dredging, to a full EARP panel review on proposals for major dams or power developments (see p. 1-25).

- **Code of Environmental Stewardship:** This federal code seeks the commitment of all federal departments and agencies to the government's overall environment goals and requires federal departments to report annually on their environmental activities and initiatives. To this end, the Department has been committed to integrating environmental concerns in all areas of operations, not only to ensure employee awareness and safety, but to contribute to a safe, environmentally-sound transportation system. Environmental audits continue to be undertaken at airports to ensure that activities at these sites do not adversely affect the environment. Specific issues studied include polychlorinated biphenyls (PCBs), underground storage tanks, fire training areas and glycol contamination. Other studies on departmental facilities have included concerns for employee health and environmental deficiencies. These studies include improving environmental deficiencies at all hangar facilities and have led to improvements at the Aircraft Services hangar at Ottawa International Airport (see p. 1-26 and 1-27).
- **Transportation of Dangerous Goods (TDG) Act:** In support of the government's initiatives, a new TDG Act received Royal Assent on June 23, 1992. The Act provides better protection for the environment and the public. It also regulates the transportation of dangerous goods, including hazardous waste entering, leaving or being shipped in Canada (see p. 1-27).
- **Public Review Panel on Tanker Safety and Marine Spills Response Capability:** In response to the 1990 Panel, public consultation took place during the summer of 1992 to enhance Canada's spill response capability in partnership with the private sector. Legislative amendments to the Canada Shipping Act are being prepared to implement this response capability. This should be completed by early 1993 (see p. 1-25).
- **Motor Vehicle Emissions:** The Department has introduced new regulations in Bill S-8 concerning motor vehicle emissions, consistent with the government's goals to harmonize its regulations with those of the United States Clean Air Act (see p. 1-28).



## 2. Financial Summaries

**Figure 1-1: Financial Requirements by Activity**

(thousands of dollars)	Estimates 1993-94			Forecast <sup>1</sup> 1992-93		For Details See Page
	Expenditures	Revenue Credited to Vote	Net Expenditures	Net Expen- ditures	Change	
<b>Budgetary</b>						
Policy and Coordination	849,289	-	849,289	832,701	16,588	2-2
Canadian Coast Guard	699,358	31,757	667,601	618,601	49,000	2-15
Aviation	883,012	597,503	285,509	271,117	14,392	2-37
Airports	363,900	292,997	70,903	73,450	(2,547)	2-53
Surface	49,545	310	49,235	46,438	2,797	2-61
Departmental Administration	203,043	18,714	184,329	167,319	17,010	2-75
	3,048,147	941,281	2,106,866	2,009,626	97,240	
<b>Non-Budgetary</b>						
Policy and Coordination	-	-	-	20,000	(20,000)	2-3
<b>Total Program</b>	3,048,147	941,281	2,106,866	2,029,626	77,240	
Human Resources <sup>2</sup> (FTE)			19,409	19,341	68	3-2

1. The 1992-93 Forecast data, in this and all subsequent similar multi-year comparative schedules, is based on information available to management as at 30 November, 1992.

2. See Figure 3-2, page 3-2, for additional information on human resources.

**Explanation of Change:** Total financial requirements for 1993-94 are \$77.2 million, or 3.8% greater than the 1992-93 forecast expenditures. The increase is a result of the following:

### Budgetary

\$ Millions

- Gross Operating:** decrease mainly in Airports as a result of the transfer of airports to local airport authorities and revenue shortfalls (see p. 2-53). (111.7)
- Capital:** increased requirements mainly in Aviation for the Strategic Capital Investment Initiative for the Microwave Landing System (see p. 2-37) in Canadian Coast Guard for new project starts (see p. 2-15) and in Departmental Administration (see p. 2-76) offset by a decrease in Policy and Coordination for ferry terminal facilities (see p. 2-2). 75.8
- Grants and Contributions:** increase mainly in Policy and Coordination as a result of the Strategic Capital Investment Initiatives for highway projects announced in the December 1992 Economic Statement (see p. 2-2). 125.9
- Vote-Netted Revenue:** decrease mainly in Airports as a result of the transfer of airports to local airport authorities (see p. 2-53). 96.2

\$ Millions

- **Crown Corporations:** decrease in Policy and Coordination mainly for VIA Rail Canada Inc., Canada Ports Corporation and the St. Lawrence Seaway Authority (see p. 2-2) and in Canadian Coast Guard for Canarctic Shipping Co. Ltd. and the Laurentian Pilotage Authority (see p. 2-15). (89.0)

#### Non-Budgetary

- decrease in Policy and Coordination for the Canada Ports Corporation Interport Loan Fund (see p. 2-3). (20.0)

#### Full-time equivalents

- net increase as a result of planned staffing action relating to refitted vessels in Canadian Coast Guard (see p. 2-16) and in Aviation primarily as a result of Dryden Commission recommendations (see p. 2-53) offset by a decrease in Airports for the transfer of airports to local airport authorities (see p. 2-38). 68 FTE

**Explanation of 1992-93 Forecast:** The 1992-93 forecast is \$31.0 million or 1.6% more than 1992-93 Main Estimates of \$1,998.5 million. The difference is explained by the following:

#### Budgetary

\$ Millions

- **Gross Operating:** decrease mainly as a result of the transfer of airports to local airport authorities (see p. 2-54), offset by increases due primarily to the implementation of the Dryden Commission recommendations and the restructuring of the air traffic controller classification standard (see p. 2-38). (27.7)
- **Capital:** decrease primarily due to slippage in major capital projects in Aviation (see p. 2-38) and imposed project delays and deferrals in Canadian Coast Guard (see p. 2-16) and Airports (see p. 2-54). (126.3)
- **Grants and Contributions:** increase in Policy and Coordination mainly for Economic and Regional Development Agreements (see p. 2-3) offset primarily by the Nouveau-Québec program in Airports (see p. 2-54). 5.2
- **Vote-Netted Revenues:** decrease due mainly to the transfer of airports to local airport authorities and to reduced volume in air traffic affecting revenues in Airports and Aviation (see pp. 2-54, 2-38). 144.2
- **Crown Corporations:** increase in Policy and Coordination primarily for the St. Lawrence Seaway Authority Valleyfield Bridge rehabilitation project, the Canada Ports Corporation Alouette project and VIA Rail remote service operation (see p. 2-3) and in Canadian Coast Guard for Canarctic Shipping Co. Ltd. and the Pilotage Authorities (see p. 2-16). 35.6



## Full-time equivalents

- decrease primarily due to the transfer of airports to local airport authorities (see p. 2-54), reduced requirements in Canadian Coast Guard for *CCGS Louis S. St-Laurent* and *Norman McLeod Rogers* while in refit (see p. 2-17), and departmentally as a result of government restraint programs and staffing delays.

(1,014 FTE)

**Figure 1-2: 1991-92 Financial Performance**

(thousands of dollars)		1991-92 Main Estimates	Change	For Details See Page
	Actual			
<b>Budgetary</b>				
Policy and Coordination	910,181	871,140	39,041	2-4
Canadian Coast Guard	650,263	663,828	(13,565)	2-18
Aviation	376,576	391,105	(14,529)	2-39
Airports	-	-	-	2-55
Surface	50,496	56,721	(6,225)	2-62
Departmental Administration	166,553	165,485	1,068	2-77
	2,154,069	2,148,279	5,790	
<b>Non-Budgetary</b>				
Policy and Coordination	30,000	-	30,000	2-5
<b>Total Program</b>	2,184,069	2,148,279	35,790	
<b>Human resources*(FTE)</b>	19,480	20,151	(671)	3-2

\* See Figure 3-2, p. 3-2, for additional information on human resources.

**Explanation of change:** The authorized level of budgetary spending in 1991-92 was increased to \$2,251.861 million through Supplementary Estimates. The revised authority by type of expenditure is displayed on p. 1-8 of this document in the figure entitled "Use of 1991-92 Authorities - Volume II of the Public Accounts". The difference between Actual expenditures and original Main Estimates is attributed to the following major factors:

## Budgetary

\$ Millions

- **Gross Operating:** increased requirements due mainly to an increase in workload in Aviation relating primarily to air traffic control services (see p. 2-39). 25.6
- **Capital:** decreased requirements mainly as a result of imposed project delays and deferrals in Canadian Coast Guard, Aviation and Airports. (130.4)
- **Grants and Contributions:** decreased payments primarily in Policy and Coordination for Economic and Regional Development Agreements (see p. 2-5) and in Airports (see p. 2-56). (38.7)
- **Vote-Netted Revenues:** decrease mainly relating to the Air Transportation Tax in Aviation (see p. 2-39) and to landing and general terminal fees in Airports as a result of a drop in traffic (see p. 2-56). 92.1

- **Crown Corporations:** increased payments mainly in Policy and Coordination for the Canada Ports Corporation and VIA Rail Canada Inc. (see p. 2-5) and in Canadian Coast Guard for the Canarctic Shipping Co. Ltd. and the Laurentian Pilotage Authority (see p. 2-18).

57.2

### Non-Budgetary

- Payment to the Canada Ports Corporation with respect to the Interport Loan Fund (see p. 2-5).

30.0

### Full-time equivalents

- Decrease mainly due to the government restraint program, staffing delays and the Public Service Alliance of Canada (PSAC) strike.

(671 FTE)

Figure 1-3 provides a graphic overview of the five-year trend in departmental expenditures, and all data have been adjusted to a common, 1993-94, constant dollar basis.

**Figure 1-3: Performance by Expenditure Category (1993-94 Constant Dollars)**

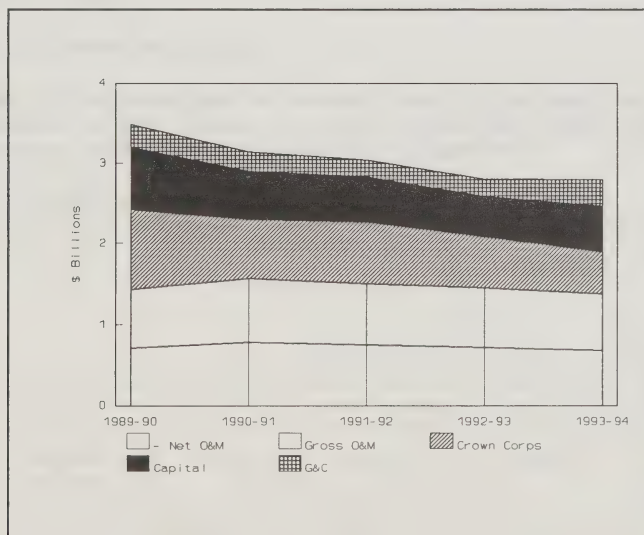


Figure 1-3 demonstrates the decrease in the Department's net expenditures during the past several years. As the recession continued, Transport faced serious resource shortfalls due to reduced revenues, demands from Crown corporations and government-wide expenditure reductions. No immediate relief is foreseen as implementation of the cost recovery policy has been deferred until the economy improves significantly. In addition, Transport Canada continues to make a significant contribution to the continuing government priorities stated in the 1992 Budget. As well, the Department has restricted spending to less-than-inflationary growth.

The Department has improved the effectiveness of its operations by withdrawing certain non-critical services, reallocating resources, including the transfer of capital funds to operations and maintenance, increasing the participation of the private sector and encouraging the public to pay for its services.

In 1993-94, as a result of Strategic Capital Investment Initiatives of \$177 million announced in the December 1992 Economic Statement and included in these Estimates, these reductions are not visible in Figure 1-3.

## B. Background

### 1. Introduction

The Department of Transport was established in 1936 by the Department of Transport Act which amalgamated functions of the Department of Railways and Canals, Department of Marine, and the Civil Aviation Branch of the Department of National Defence.

Federal responsibilities for transportation originated from the jurisdiction outlined in the British North America Act. These responsibilities have evolved to include coordination and regulation to ensure safety and efficiency in aeronautics, navigation, shipping facilities, ferries, railways and canals connecting provinces or connecting a province with any foreign country and are exercised through the Department of Transport.

### 2. Mandate

The principal acts governing federal transportation activities are the Constitution Act, the Department of Transport Act and the National Transportation Act. A listing of additional Acts may be found on p. 3-42.

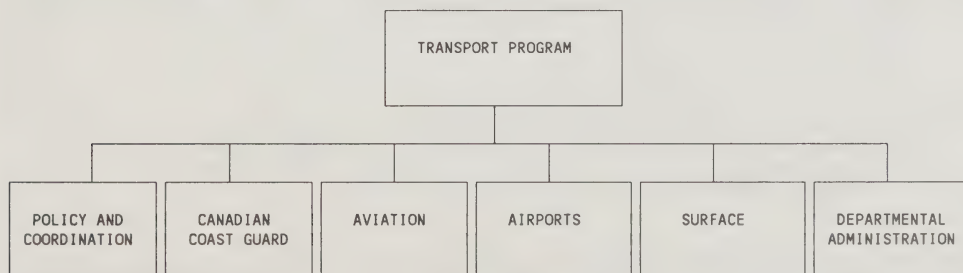
### 3. Program Objective

The Transport Program objective is to attend to the development and operation of a safe and efficient national transportation system that contributes to the achievement of government objectives, and to operate specific elements of this system.

### 4. Program Organization for Delivery

**Activity Structure:** The single-program/multiple-activity structure that came into effect formally on April 1, 1987, is displayed as Figure 1-4 below. It is used to present the expenditure plan for 1993-94 as well as forecast expenditures for 1992-93 and three years of actual expenditures.

**Figure 1-4: Activity Structure**

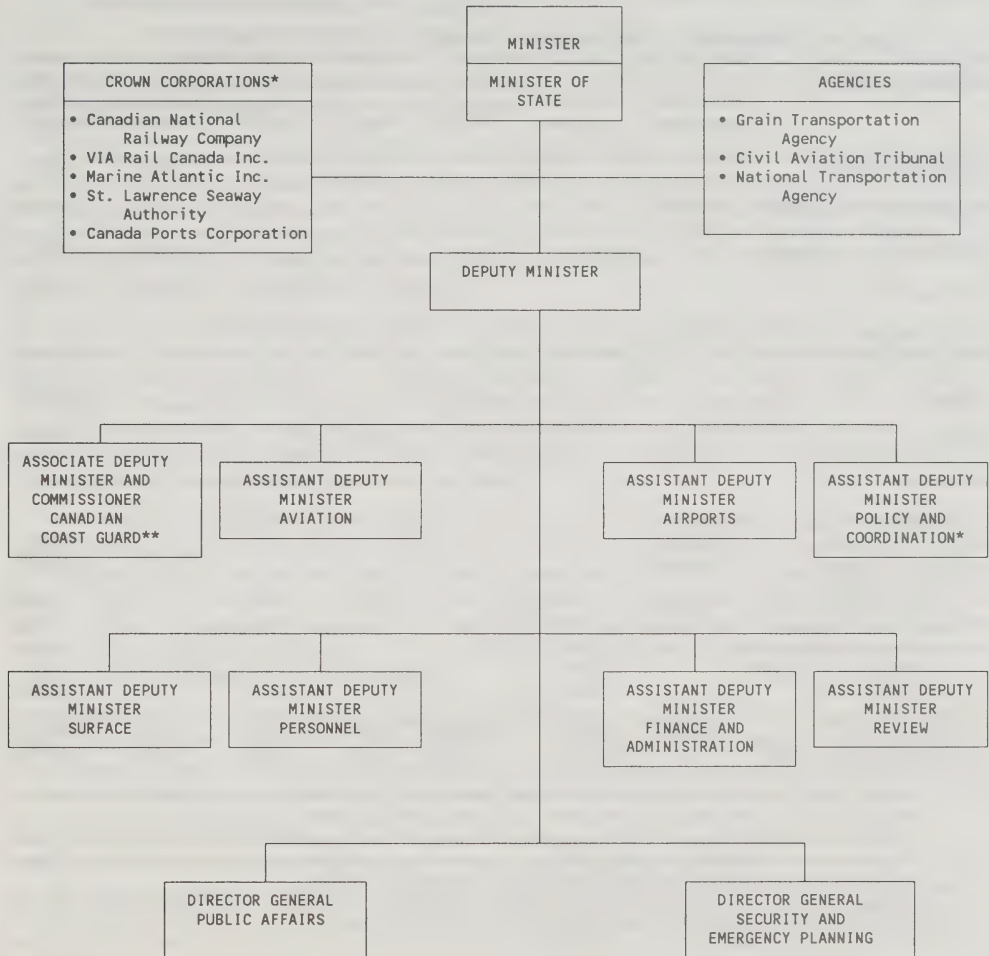


**Organization Structure:** Transport Canada's organization includes administrative and policy functions and four operational groups - Canadian Coast Guard, Aviation, Airports and Surface - as well as a number of Crown corporations and agencies with varying degrees of autonomy. Some Crown corporations operate within the departmental framework while others, such as Canadian National Railway Company, are independent but report through the Minister to Parliament. Three agencies - the Grain Transportation Agency, Civil Aviation Tribunal, and National Transportation Agency - also report through or to the Minister of Transport. Each of these agencies produces its own Part III.

Figure 1-5 illustrates the Transport Canada portfolio. Transport Canada's Part III is restricted to an analysis of departmental operations, starting with the Deputy Minister. It also includes budgetary funding, if required, for the following Crown corporations: Canada Ports Corporation, Marine Atlantic Inc. (including Newfoundland Dockyard Co.), the St. Lawrence Seaway Authority (including Jacques Cartier and Champlain Bridges Inc.), VIA Rail Canada Inc., Canarctic Shipping Co. Ltd., Canadian National Railway Company and four pilotage authorities.



**Figure 1-5: Organization Structure**



\* For budgetary funding purposes, these Crown corporations report to the Minister through the ADM Policy and Coordination.

\*\* Includes budgetary funding responsibility for the pilotage authorities, Canarctic Shipping Co. Ltd. and harbour commissions.

Figure 1-6 provides a matrix for the major organizational groups of Transport Canada and the activity lines along which they are funded through budgetary appropriations.

**Figure 1-6: Distribution of Net Budgetary Resources by Activity/Organization**

(thousands of dollars)	Policy and Coordination	Canadian Coast Guard	Aviation	Airports	Surface	Departmental Administration	Estimates 1993-94 Budgetary
Corporate Management <sup>1</sup>						25,534	25,534
ADM Policy and Coordination <sup>2</sup>	334,165						334,165
ADM Finance and Administration						89,817	89,817
ADM Personnel						68,978	68,978
ADM/Commissioner Canadian Coast Guard <sup>3</sup>		661,944					661,944
ADM Aviation			285,509				285,509
ADM Airports				70,903			70,903
ADM Surface					49,235		49,235
Crown Corporations							
• Marine Atlantic Inc.	132,393						132,393
• VIA Rail Canada Inc.	343,367						343,367
• Jacques Cartier and Champlain Bridges Inc.	36,764						36,764
• Canada Ports Corporation	600						600
• St. Lawrence Seaway Authority	2,000						2,000
• Canarctic Shipping Co. Ltd.		2,657					2,657
• Pilotage Authorities		3,000					3,000
<b>Total Net Program</b>	<b>849,289</b>	<b>667,601</b>	<b>285,509</b>	<b>70,903</b>	<b>49,235</b>	<b>184,329</b>	<b>2,106,866</b>
(and Human Resources - FTE)	(311)	(5,943)	(7,510)	(2,850)	(416)	(2,379)	(19,409)

1. Includes Offices of the Ministers and Deputy Minister, Public Affairs, Legal Counsel, Review, Security and Emergency Planning. In 1992-93, the Airport Transfer Task Force was transferred to Airports.
2. Includes responsibility for budgetary funding aspects of Marine Atlantic Inc., Canadian National Railway Company, Canada Ports Corporation, the St. Lawrence Seaway Authority, Jacques Cartier and Champlain Bridges Inc. and VIA Rail Canada Inc. Appropriations are listed separately under the Crown corporations heading.
3. Includes responsibility for budgetary funding aspects of pilotage authorities and Canarctic Shipping Co. Ltd. The appropriations are listed separately under the Crown corporations heading.

## **C. Planning Perspective**

### **1. External Factors Influencing the Program**

**Agenda of the Government:** The May 1991 Throne Speech identified three areas of focus: national unity, prosperity through international competitiveness, and more efficient government operations. Transportation has an important contribution to make to this agenda.

Transportation has always played a key role in strengthening national unity. As interprovincial trade barriers are removed, transportation will be there to serve the increased commerce. A safe, efficient and effective transportation system accounts for a substantial portion of the cost of goods going to market, particularly for primary products which still make up more than one-half of Canada's exports. The transportation sector is essential to our international competitiveness which is affected by national and international economic and political conditions.

**Air:** As a result of the recession and the slow recovery, personal disposable income, one of the major determinants in the demand for air travel, has been dropping since 1989. Combined with the effects of the Gulf War, this had a significant effect on air travel. In 1991-92, passenger and cargo volumes and aircraft movements dropped by 10.6 %, 9.3 % and 5.4 % respectively. Since a substantial portion of Transport Canada's revenues are derived from air travel, the drop in traffic had a large impact on the resources available to carry out the Department's transportation programs. In addition, the recession has caused major financial difficulties in the Canadian airline industry.

In spite of the recession, however, the demand for regulatory services has not declined as air carriers continue to undergo structural adjustments, such as the introduction of new aircraft. As the economy recovers, so will corporate and personal incomes, and air travel can be expected to rise. The growth in aircraft movements for 1992 and 1993 is forecast to be 3.9 and 4.1 % respectively. The transborder sector is expected to grow with the signing of a new Canada-United States bilateral air transport agreement. Another factor bearing on air travel demand is the globalization of the airline industry leading to mergers and alliances among companies.

**Marine:** The outlook for marine transportation, after traffic levels recover from the recession, is for slow but steady annual growth ranging from 1.0 to 1.5 %, mostly in west coast ports. Major concerns include the future viability of the St. Lawrence Seaway and the levels of competition of American ports for container and bulk traffic. Other factors are the impact, on marine traffic, of the cod-fishing moratorium and the Hibernia oil project off Newfoundland.

**Road:** Trucking has acquired a larger share of the surface freight market from rail and growth in this industry is forecast to grow more rapidly and it will overtake rail in terms of tonnage carried early in the next century. Major factors impacting on trucking include low levels of return on investments, operating costs compared to American carriers, the condition of the highway system and vehicle safety and emissions standards.

**Rail:** Rail traffic is forecast to increase slowly for the remainder of the decade. This will affect the financial health of the railways unless major structural and operational changes are made. Such changes would impact rail employment levels as well as the size of the rail network. Another major issue raised by the railways is taxation levels compared to trucks and American railways.

**Surface Passenger:** On the passenger side, automobile traffic will continue to grow faster than rail and bus modes, which are forecast to show only low growth. The financial health of the bus industry is a continuing concern, as is the level of government subsidy for rail passenger transport. The possible introduction of high-speed rail in the Québec City-Windsor corridor and the possible deregulation of intercity bus transport could have significant impacts on this mode of transportation.

## **2. Initiatives**

Following is an elaboration by activity of initiatives planned for 1993-94. Initiatives which were reported in previous Part IIIs but which remain high priority issues for the Department, such as the Dryden Commission of Inquiry, the airport transfers and other airports-related topics as well as environmental issues are listed below. All aspects of the initiative, including past events and decisions, are included.

### **Policy and Coordination**

**Environment:** The Policy and Coordination Activity continues its lead role on environmental issues by providing advice on the integration of policies and programs within the Department and, more generally, to support development and implementation of the government's environmental policies such as the Green Plan. This Activity is also responsible for coordinating development of departmental responses to environmental legislation defined by the Canadian Environmental Assessment Act (CEAA) and the Canadian Environmental Protection Act (CEPA), for leading development of the Department's annual "Environmental Pledge" and "Action Plan", for liaising with other departments on environmental matters such as the Canadian Council of Ministers of the Environment, and for chairing and providing secretariat support for the Department's senior coordinating committee on environmental affairs. In addition to implementation of its environmental regulatory programs, the Department will be carefully considering and consulting on the recommendations for environmental action contained in the final report of the Royal Commission on Passenger Transportation.

**Federal Ferry Program:** Initiatives aimed at improving the program include: improved management of the federal program through the development of quality-of-service initiatives; improving cost recovery levels on the Newfoundland coastal services; introduction of a new, 210-car ferry and related terminal improvements to the P.E.I.-Nova Scotia route (p. 3-20); and, the establishment of an equitable toll structure for federally-supported services.

**Integrated Surface/Freight Strategy:** A task force was created in March 1992 to consider the issues associated with an integrated approach to surface transportation. Following an extensive review, problems with the surface freight system were identified and examined in detail. These include railway labour, port productivity and intermodalism. In the context of this review, studies and additional research dealing with the problems are under way to broaden the task force's knowledge. Although informal discussions have been held in Transport Canada and with other federal departments on these principal framework policy issues, it is recognized that a formal consultative process will be required, involving the federal and provincial governments, as well as shippers, carriers and labour.

**High-Speed Rail:** During 1992-93, a consortium of Transurb, Monenco and IBI Group was hired as project manager. The memorandum of understanding with Québec, Ontario and Transport Canada was signed by deputy ministers and their respective ministers. A secretariat was established in Transport Canada to examine passenger and revenue forecasts, routing, infrastructure and technologies.

### **Canadian Coast Guard**

**Marine Traffic Regulator (MTR) Ab-Initio Training Course:** The Canadian Coast Guard is implementing an ab-initio training course for Vessel Traffic Services (VTS) MTRs at the Canadian Coast Guard College, Sydney, N.S., in May 1993 to support the national VTS certification training program. This course will induct trainees at the high school level (with provisions for more advanced recruits) for an extensive course of theoretical and simulation instruction prior to checkout at a VTS traffic centre. Based on a population of 262 MTRs and an attrition rate of 12 % a year, the college anticipates training 20 to 30 successful candidates each year (with one french course annually). The 43 week training course is estimated to cost \$1 million, based on a student allowance, other related costs and the minimum number of students the first year.



**Environment - Canadian Environmental Assessment Act:** Implementation of the Canadian Environmental Assessment Act and subsequent court decisions have led to increased environmental assessments and reviews under the Navigable Waters Protection Act. The Canadian Coast Guard is required to screen applications to start work in a navigable waterway, ensuring all environmental and federal government concerns are addressed and, when necessary, recommend that a public review panel be formed. In cases where public review panels are convened, the Canadian Coast Guard is also responsible for issuing a consolidated federal response to panel reports. Recent high-profile court decisions and the decision that the Act is binding on other government departments have increased the number of applications received by the Canadian Coast Guard. The volume is expected to double during the next two years.

**Public Review Panel on Tanker Safety and Marine Spills Response Capability:** The final government response to the November 1990 report of the Public Review Panel on Tanker Safety and Marine Spills Response Capability is undergoing interdepartmental review. The response will be made public in early 1993. A further initiative to protect the environment and increase tanker safety is the development of a design standard and schedule for the introduction of double hull construction for new and existing oil tankers. The Canadian Coast Guard is drafting a formal tanker design standard to be incorporated eventually by regulations under the Canada Shipping Act (see p. 3-47 for details on Green Plan spending).

**Hazardous Materials Emergency Response Program:** The Canadian Coast Guard is mandated by the Canada Shipping Act and the Arctic Waters Pollution Prevention Act as the lead agency for response to oil and hazardous material spills from ships. Subsequent to the development of the Hazardous Materials Emergency Response Program, a pilot project was initiated in the Maritime region to implement the program plans and operations. The Canadian Coast Guard and other agencies will provide joint assessment teams for marine chemical spills in the high-risk areas. It is anticipated that 24 full-time equivalents and \$1.5 million will be required to implement this program.

**Port State Control:** In 1988, Canada and the United States entered into a Port State Control agreement with 14 European administrations to ensure that foreign vessels are seaworthy and do not pose a threat to Canadian workers, waters and the environment. Canada was required to increase the level of ship safety inspections to 25 % of foreign vessels calling at Canadian ports in 1991. A total of 12 full-time equivalents and \$1 million are required to attain the required level of inspection.

## **Aviation**

**Dryden Commission Implementation Project:** The final report into the contributing factors of the crash of an Air Ontario plane at Dryden, Ontario, was issued March 26, 1992. The Dryden Commission Implementation Project was established in 1991 to implement its recommendations and it will have a major impact on the work of the Aviation Regulation Directorate for a number of years.

Some issues, such as wing contamination/de-icing, and flight attendant shoulder harnesses, have resulted in new or amended regulations. Task groups have been established to determine how to implement recommendations in the following areas: surveillance, cabin safety, airport operations (both ground handling and emergency response services), safety/service, operations, certification and approval process, flight watch/release system, and research and development. The final report also focused on the important issue of resources, emphasizing the need for adequate resource levels to ensure that required audits, surveillance and inspections can be carried out.

**Regulatory Renewal:** During the past two years, legislative and regulatory activities have increased dramatically. This increase is the result of various factors, including recommendations emanating from the Dryden Inquiry, ongoing revisions to the Air Regulations and, most recently, the Department's regulatory review. A comprehensive regulatory strategy has been undertaken to respond effectively to these initiatives and to ensure that aviation regulations evolve in a coordinated manner. This strategy has developed into



an overall Regulatory Renewal Project aimed at developing and promulgating regulations resulting from these various initiatives. This renewal will be achieved through "fast-tracking" regulations to address immediate program requirements, with support from the Department of Justice in providing legal drafting services and review teams.

**Environment - Code of Environmental Stewardship:** Work has been undertaken to identify environmental and operational deficiencies in all hangars, consistent with the Department's commitment to the federal Code of Environmental Stewardship. To date, a number of projects such as the relocation of the paint shop within Aircraft Services' T58 hangar at Ottawa International Airport and the replacement of the fire suppression system have been initiated. Studies will be completed to examine the air emission, water and Green Plan issues such as the storage/disposal of aircraft fuel.

**Canadian Environmental Assessment Act / Canadian Environmental Protection Act:** Costs to the Aviation Activity to meet the Canadian Environmental Assessment Act (CEAA) requirements have been estimated at \$3 million and 14 full-time equivalents annually. Aviation has also examined costs to meet the requirements of the Canadian Environmental Protection Act (CEPA) and the stewardship program which forms part of the Green Plan. These costs have been estimated at \$16 million and eight full-time equivalents annually. Work is also under way to develop an environmental management plan which should be partially completed later in the year.

## **Airports**

**Capacity:** Options for a \$500 million runway expansion project will be pursued in 1993 at Pearson International Airport to respond to identified capacity problems relating to noise and air traffic volumes. The project incorporates recommendations of the 1992 environmental assessment and review panel. Paxport Inc. of Ottawa turned in the best overall acceptable proposal for the redevelopment of terminals 1 and 2 at Pearson International Airport. The initiative calls for the developer to design and finance the upgrading of T-1 and T-2 and manage them under a lease agreement. Discussions with Paxport will be actively pursued in 1993.

The Southern Ontario Airports Project continues to examine airports in southern Ontario and identify the capacity enhancements required to fulfil their role. Potentially, this could make capacity available to meet longer-term needs once Pearson International Airport has reached its optimized capacity.

A planning team also is assessing terminal requirements to address forecast capacity requirements at Halifax International Airport.

**Transfers:** The Airport Transfer (Miscellaneous Matters) Act was passed through Bills C-85 and S-11. During the summer of 1992, the first group of international airports - Montréal (Dorval and Mirabel), Edmonton, Calgary and Vancouver - were transferred to local airport authorities. The Department expects to initiate formal airport transfer negotiations in 1993 with local groups in Victoria, Winnipeg, Thunder Bay, Windsor, Ottawa, Québec City/Ste. Foy, Moncton and Halifax. The Department will continue to respond to all expressions of local interest. It is anticipated that this second group of airports could be transferred in 1994 with other smaller airports to follow in subsequent years.

Phase two of this initiative - the transfer of small airports - is now under way and may be accomplished through the transfer of ownership and operations. Transfers of Vanderhoof, Hope and Dawson Creek, B.C. airports are soon to be approved and completed in early 1993. Other small airport transfers under consideration include Red Deer, Alta., Trois-Rivières, Qué., St. Catharines and Carp, Ont., and Charlo, N.B.

**Vesting:** In response to industry concern over the government's proposed treatment of tenant-constructed buildings on airport leased land at lease expiry, a discussion paper on vesting of tenant-constructed buildings was forwarded to industry for comment in the summer of 1992. Policy proposals, developed in concert with industry comments, were incorporated into a draft policy document (Letting of Aviation Related Land) and forwarded to the industry for another round of consultation. It is expected that the policy will be finalized in the spring of 1993 and presented to the Minister for approval early in 1993-94.

**Environment - Canadian Environmental Assessment Act:** As a result of the government's new environmental laws and regulations, environmental assessments and reviews have been integrated into the activities and operations at federal airports. An environmental assessment and review was done in 1992 to study the proposed runway expansion project at Pearson International Airport.

**Code of Environmental Stewardship:** Environmental audits under the Code of Environmental Stewardship continue to be conducted at federal airports to ensure that airport activities do not adversely affect the environment. Specific issues addressed by the audits include PCBs, underground storage tanks, fire training areas and glycol contamination. Consistent with the Department's commitment to the Code of Environmental Stewardship, the airport transfer agreements require that environmental audits be conducted to establish the environmental condition at each airport prior to transfer. Environmental audits have been completed for airports at Vancouver, Edmonton, Calgary, Montréal and other airports to be transferred.

Specific initiatives to respond to environmental concerns include a proposed \$35 million de-icing facility at Pearson International Airport. Proposals are also being sought from the private sector for the financing, construction and operation of other centralized firefighter training facilities at airports.

**Surplus Land Disposal:** A disposal strategy is in preparation for the sale of lands at Pickering, Ontario, in response to the February 1992 Budget which stated the government's intention of disposing of surplus land. It is expected that the sale of 2,064 hectares will be phased over five years.

## **Surface**

**Motor Vehicle Test Centre:** A review of the feasibility of privatizing the Motor Vehicle Test Centre is under way in response to the 1992 Budget and a government decision on the option is to follow in 1993-94.

**Environment - Transportation of Dangerous Goods (TDG) Act:** A new Transportation of Dangerous Goods Act which received Royal Assent on June 23, 1992, will provide better protection for the environment. The Act will require a review of TDG Regulations, originally published in 1985, along with TDG operational policies and procedures to ensure consistency. New regulations are being developed to respond to several issues including the harmonization of chemical classification on safety marking systems with respect to transport, occupational safety, emergency response and environmental protection and the development of national standards for the temporary storage of dangerous-goods-carrying rail cars and the transportation of rail cars containing dangerous residue.

**Motor Vehicle Safety Act:** An amendment to the Motor Vehicle Safety Act (Bill S-8) and subsequent changes to regulations is expected to be passed in the fall of 1993. The proposed amendments will authorize a regulatory process that is more responsive to the needs of industry and the marketplace as well as facilitating closer harmony of standards with the United States, regulations to control the importation of used vehicles including a planned program to convert American vehicles to Canadian standards, and an emission regulatory regime consistent with the Green Plan and the Canada-United States Air Quality Agreement.

The amended Act would permit new flexibilities in demonstrating compliance such as the phase-in of regulations, "banking and trading" of emission credits and averaging emissions. The changes are designed to meet environmental objectives of Canada at a reduced cost to manufacturers and consumers.

**Emissions Program:** A non-regulatory approach was selected for the passenger-car emissions program, pending passage of Bill S-8 which will provide authority for phasing-in of standards and harmonization with the United States Clean Air Act regulations. A memorandum of understanding was signed with the auto industry guaranteeing identical, low-emission vehicles in Canada with progressive introduction in the United States. Regulations will be prepared following passage of the Bill. Monitoring will be incorporated into ongoing activities and operations. Heavy-duty vehicle emissions are the subject of ongoing negotiations between the government and the auto and oil industries. A non-regulatory approach is under consideration.

**Harmonization:** The harmonization of regulations with those of other countries continues to be pursued. Amendments to the Motor Vehicle Safety Act, anticipated for the fall of 1993, will include a regulatory process that is more responsive to the needs of industry and the marketplace and will provide for closer harmony with American standards. The June 23, 1992 amendment to the Transportation of Dangerous Goods Act has resulted in the development of regulations to respond to reciprocity issues arising from the North American Free Trade Agreement.

**Importation of Used Motor Vehicles:** A program is being developed and a study is being done to determine the feasibility of establishing an inspection and certification program that can be contracted to the private sector. Implementation of the program, if feasible, is contingent upon passage of Bill S-8, anticipated for the fall of 1993. Regulations have been introduced to permit the entry into Canada of used motor vehicles, in the spirit of the Canada-United States Free Trade Agreement. Further regulations are expected with respect to control of the importation of used vehicles including a program to convert American vehicles to Canadian standards.

#### **Departmental Administration**

**Technology in Training:** Technology is being used increasingly in training situations, especially for air traffic control. Contracts have been awarded for the Integrated Communications Control System Simulator (ICCSS) in 1992-93, the planned replacement of the Air Traffic Control Tower Simulator at a cost of \$7.1 million, the Multi-Purpose Information Display and the computer-based training initiative, introduced in 1991-92. All except the ICCSS contract are planned for completion in 1993-94. The increased use of technology in marine training is also significant. The Canadian Coast Guard College's marine radar simulator will be replaced in 1993-94 at a cost of \$3.7 million.

**Motor Vehicle Pooling:** The motor vehicle pooling project will review current fleet management practices to determine the most efficient and effective methods of managing the Department's vehicle fleet. This project should be completed nationally by 1994.

**Universal Job Evaluation Plan (UJEP):** The Universal Job Evaluation Plan is an initiative of the PS 2000 Classification Simplification Task Force to improve the classification system and cut costs. The plan is designed to classify and measure all positions in Transport Canada in fewer occupational groups and levels. The first occupational group to be implemented will be the General Administration group (GE) which will encompass approximately 9,000 positions. Preparation of the positions began in the fall of 1992 and the conversion will occur in the last half of 1994 or early 1995. The remaining positions in the Department will fall into one of the other 22 new occupational groups. The schedule of these positions will vary from 1995 to 1997.



### 3. Update on Previously Reported Initiatives

Following are updates, by activity, on major initiatives reported in previous expenditure plans.

#### Policy and Coordination

**Substance Use:** Draft legislation and regulations were completed in November 1992 following two rounds of formal consultations with stakeholders from each mode. Following Royal Assent of the legislation, efforts will be devoted to implementing the policy, which offers a program of prevention, education, and assistance for all employees in safety-sensitive positions in the federal transportation sector.

**Western Grain Transportation:** Consultations related to the Western Grain Transportation Act review, including method of payment and grain transportation efficiencies, continued during the past year in association with Agriculture Canada and the government's Agri-Food Policy Review. Transport Canada participated in working groups to examine eight specific issues identified by ministers, such as "mode-of-transport equity" or "efficiencies". Decisions are expected in 1993 and will be implemented as part of regular Policy and Coordination operations.

**The Minister's Task Force on Trucking Industry Issues:** This task force, established in May 1991, led to the announcement of a \$1 million trucking assistance package seven months later. This assistance package gave the industry some fuel tax relief, adjusted the depreciation rate for heavy trucks, and made federal funding available for a trucking research institute and an owner-operator buyers' cooperative (see p. 3-27). The transitional relief package was the conclusion of the task force process.

**Canada - United States Bilateral Air Negotiations:** Nine rounds of negotiations were held in the past year. Several additional rounds are expected, with the objective of concluding an agreement incorporating an open transborder regime but encompassing the principles of phasing and safeguards, by year end. Proposals have been tabled dealing with key issues including airport access, scheduled passenger services, charter services, cargo services, dispute resolution, bilateral review, and harmonization of technical and safety standards. Extensive consultations with stakeholders were begun in 1991 and are continuing.

**National Strategy for the Integration of Persons with Disabilities:** The second year of programs under the \$24.6 million, five-year initiative to realize the full integration in society of persons with disabilities will be implemented in 1993-94. There has been a strong positive reaction to many program initiatives such as the Assistance for Ground Transportation at Airports. In 1992-93, Transport Canada amended the National Transportation Act to expand the policy statement to include accessible transportation for travellers with disabilities. A comprehensive review of legislation will be addressed in 1993-94.

#### Canadian Coast Guard

**Improved Operational Efficiency - Aids to Navigation:** The Canadian Coast Guard Activity is committed to improving operational efficiency in its aids-to-navigation program. A major, in-house study (the Short Range Aids Strategic Plan) has been launched to examine every aspect of the short range aids operation. The study involves identification of cost reduction initiatives such as alternatives to existing practices for preventive and corrective maintenance of fixed aids, application of new technology, program delivery in peak periods, levels-of-service application, and inventory management. The initiatives previously reported to extend the time non-seasonal aids can stay in position without major maintenance, i.e., the application of high-performance coatings and solarization, have been extended to include selection of long-life mooring systems and development of longer-life lamps. With the adoption of new technologies, such as solar power, some 600 non-seasonal buoys will have been converted to solar technology from primary batteries by March 1994.

**Fleet Restructuring Plan:** The plan calls for the redeployment of 10 ships between regions (there are two left to be redeployed); the removal of 10 ships from active service (four remain); converting an additional 12 ships to the "lay-day" crewing system for greater efficiency, readiness and expanded multi-tasking capabilities (completed). The plan is expected to be completed in 1994 with a savings of 186 full-time equivalents and a capital cost avoidance of \$470 million.

**Official Languages:** Term replacement staff for regular Vessel Traffic Services (VTS) employees have been hired and trained as the result of regulations which require the provision of bilingual Vessel Traffic Services in Saint John and Canadian Coast Guard radio stations in Cardinal, Sydney and Stephenville. French language training of regular staff members has begun in order to meet the 1994 implementation date required by the regulations. A specialized Search and Rescue (SAR) bilingual training program is being implemented to give Canadian Coast Guard SAR personnel the necessary additional skills. Expected costs for the program are 128 full-time equivalents and \$8.4 million over three years.

**Transportation Safety Board:** As a consequence of the creation of a multi-modal accident investigation board on March 29, 1990, the Canadian Coast Guard now is required to respond to the recommendations of this board within 90 days. A new organizational group is being established within the Canadian Coast Guard to review, challenge and prepare responses, in addition to conducting independent safety research and analysis and to identifying risks and potential safety deficiencies. Current requirements are for eight full-time equivalents and \$0.5 million.

**Search and Rescue (SAR) (Type 500 vessels):** Two intermediate Type 500 SAR cutters were constructed and are in service in Western Region. The CCGS *Gordon Reid*, accepted on December 12, 1990, and CCGS *John Jacobson*, accepted on July 25, 1991, cost a total of \$43.3 million. This initiative is now complete.

## **Aviation**

**Air Navigation System/Air Traffic Controller Plan:** A comprehensive training and staffing plan has been developed and implemented to address the shortage of air traffic controllers. Commencing in 1991-92, the Department increased its efforts for recruitment, selection and training to meet the June 1994 target date. Upgrading of training equipment to the sophisticated Integrated Communications Control System Simulators (ICCSS) taking place in 1992-93 and 1993-94 is expected to increase the success rate on the basic air traffic control course at the area control centre school. In addition, an enhanced critical incident stress debriefing program is being implemented to contribute to employee retention.

**Reciprocal Agreements/Harmonization:** Harmonization of aviation regulations with those of other governments is one of Transport Canada's operational priorities. This initiative stems from the need to ensure the continued competitiveness of the Canadian aviation industry. It is important, given current efforts by the Joint Aviation Authorities (JAA) in Europe to develop mutual requirements in the areas of airworthiness, aircraft maintenance and operations standards.

The American Federal Aviation Administration (FAA) and the JAA are harmonizing their regulations and standards. As part of the bilateral air negotiations, Transport Canada Aviation and the FAA have identified differences in the safety regulations, assessed their impact and discussed options for harmonization. These initiatives have highlighted the need for a "level playing field" in the regulatory area.

The commitment of Transport Canada Aviation to international harmonization is evident from the Aviation Activity's participation on the Federal Aviation Administration's aviation rulemaking advisory committee. This has been notable in the field of airworthiness, with the Department's participation on the international certification procedures task force and the work on aircraft maintenance engineer rules.



**Operational Fleet Plan (Aircraft Services):** Work which began in 1989 and will continue for a period of seven to ten years has been instrumental in correcting many serious deficiencies in the Department's aging aircraft fleet and in improving the inspector flight training program. The total cost of the project is estimated at \$132 million. The following have been accomplished: the transfer of three Bell 206 helicopters from the Canadian Coast Guard (February 1989); purchase of two Twin Otters (March 1989); disposal of three DC-3s (fall 1990); construction of a new flight technology training centre (February 1991); partial upgrade of King Air simulator (March 1991); and the purchase of nine Turbojet aircraft (June 1992). A contract was awarded to CAE in September 1992 for a Phase II Turbojet simulator, to be delivered in the summer of 1993. The turbo-prop replacement phase, which includes the acquisition of 17 King Air C-90 size aircraft, the completion of the King Air simulator upgrade and the acquisition of a twin engine IFR helicopter will commence within the next several years.

The following initiatives are complete and are fully integrated into regular operations:

**Aviation Safety:** The November 1990 strategic overview created a System Safety unit to identify hazards, notify appropriate authorities and track corrective action. New procedures have improved the flow of urgent safety information to senior management.

**Regulatory:** The revised airworthiness standards, developed in response to the Dubin Inquiry recommendations, have been implemented and will continue to increase the efficiency of the regulatory program.

## **Airports**

**Safety:** Monitoring of full scale emergency exercises, an ongoing safety initiative, are conducted regularly to ensure that airports are prepared to deal with many kinds of disaster or emergency situations. Regular security exercises are also being conducted to ensure that airports are equipped to respond to incidents such as hijacking, bomb threats or sabotage. Airports that have been transferred will be required to conduct these exercises and the Director General, Security and Emergency Planning will be responsible for ensuring that local airport authorities abide by the regulations. This initiative is part of normal operations and will, in future, be reported in Section II.

## **Surface**

**Road Safety and Motor Vehicle Regulation:** Standards aimed at improving school bus safety were finalized in 1991-92. These included permitting installation of rearward facing seats in school buses and provided for more flexible requirements for rear emergency exit. In addition, standards for improved vehicle lighting systems were also put in place. Included were changes allowing for installation of headlight aiming devices on all vehicles. Standards improving the protection of vehicle occupants are being finalized and a public meeting to address further improvements is being held. The use and misuse of occupant restraints by children is being addressed by a province-wide survey in Ontario. Preliminary results indicate that non-restraint and incorrect restraint of children is widespread. The study also addresses parental attitudes and other factors which predict use or nonuse of child restraint. Monitoring of each of the above standards will be done as part of normal activities of the Road Safety and Motor Vehicle Regulation sub-activity.

**Railway Safety:** Progress was made on finalizing the freight car safety rules, fencing rules, and grade crossing regulations. Legislation was proposed to provide penalties for trespassing on railway property. New track safety rules setting minimum track standards, along with minimum inspection frequencies, have been implemented. A manual covering safe highway/railway crossing construction was developed in consultation with the railway industry and road authorities. A program was implemented to ensure environmental issues are considered when decisions are made on new engineering projects. Each of these initiatives will be monitored through the normal operations of the Railway Safety sub-activity.

## **D. Program Effectiveness**

Transport Canada attempts to evaluate its programs on a five to seven year cycle. In addition to program evaluations, the Department also conducts thematic or horizontal studies of areas important to all programs. Evaluation plans/schedules take into consideration the Department's strategic objectives and priorities, management concerns expressed by the Deputy Minister and the executive committee, Transport Canada Renewal initiatives, central agency needs, Auditor General's results as well as previous audit and evaluation plans and results.

### **1. Evaluation Results**

#### **Central Research and Development (R&D) Program**

This study concluded that the need for Research and Development activity was clear but that resources need to be focused on priority areas. It also determined the program has had a positive impact and that users need to be involved in a project from the outset to completion. Client satisfaction with the program varied this study noted. It recommended that specific, long-term departmental directions must be established through the development of a department-wide R&D strategic plan for all departmental R&D, including both central and modal activity. The Department is developing a strategic R&D plan as a result of the study. See p. 2-8 for R&D priorities within the Department.

#### **External Communications**

This initial phase quantified the resources assigned to the external communications function (approximately 625 FTE and \$15.3 million annually), and suggested possible improvements in the planning process for the Department's external communications. Also prepared in Phase I was a report on the lessons learned through extensive survey work on communication efforts aimed at attitude/behaviour change and risk communications. Phase II will use case studies to evaluate the effectiveness of selected samples of the Department's communications efforts.

#### **Long-Term Air Navigation Review**

The Department completed a comprehensive study that provides the information needed to prepare Transport Canada's Air Navigation System (ANS) to cope with demands of the future. A report, released last summer, outlines a vision of the aviation environment in the year 2015 (based on a satellite solution harmonized with the International Civil Aviation Organization future air navigation system), and a strategic transition plan.

### **2. Preparatory Studies and Current Initiatives**

A Transport Canada/RCMP preparatory study on security in Transport Canada and the RCMP airport policing program has led to an audit/evaluation which is under way.

A capital program preparatory study has resulted in an evaluation study into the impact or consequences that financial restraint have had on the program.

A railway safety preparatory study has resulted in two evaluation studies, one on the Railway Safety Directorate and another on the continued need for the grade crossing improvement program. The studies are under way.

The Department has completed two other preparatory studies on international operations and the National Strategy for the Integration of Persons with Disabilities, which identified potential evaluation issues to be studied in future years.

Other studies under way include evaluations on marine search and rescue, marine navigational aids and recreational boating, and transportation of dangerous goods. Other preparatory studies also are under way; two in the area of risk and transportation safety (the development of transportation safety indicators and the measurement of public perception of transportation safety), and another on internal communications.



## Section II

### Analysis by Activity

#### A. Policy and Coordination

##### Objective

To develop, recommend and coordinate the non-operational and multi-modal policies and programs required to meet the Department's objectives and to provide the necessary data, forecasts, research and executive services to provide secretariat services for the Ministers and Deputy Minister.

##### Description

The Policy and Coordination Activity is responsible for the development and coordination of non-operational and multi-modal transportation policy. Financial support and policy analysis is provided for Crown corporations. Transfer payments are provided to support various transportation initiatives such as the Economic Regional Development Agreements (ERDA's), highway programs and the private and provincial ferry operators.

There are four sub-activities which include: Strategic Policy and Analysis, Research and Development, Transportation Policy and Financial Support, and Direction and Coordination. Regional Offices are located in St. John's, Moncton, Montréal, Toronto, Winnipeg, Edmonton and Vancouver.

##### Resource Summaries

The Policy and Coordination Activity accounts for approximately 40.3% of the Department's net total 1993-94 expenditures and 1.6% of the total human resources.

**Figure 2-1: Net Activity Resource Requirements**

(thousands of dollars)	Estimates 1993-94		Forecast 1992-93		Change	
	\$	FTE*	\$	FTE	\$	FTE
<b>Budgetary</b>						
Strategic Policy and Analysis	6,367	51	6,018	51	349	-
Research and Development	15,818	45	13,742	45	2,076	-
Transportation Policy and Financial Support	805,933	89	792,672	89	13,261	-
Direction and Coordination	21,171	126	20,269	126	902	-
	<b>849,289</b>	<b>311</b>	<b>832,701</b>	<b>311</b>	<b>16,588</b>	<b>-</b>
<b>Non Budgetary</b>						
Canada Ports Corporation Interport Loan Fund	-		20,000		(20,000)	
	<b>849,289</b>		<b>852,701</b>		<b>(3,412)</b>	
<b>CRF Revenues</b>	<b>118,582</b>		<b>112,224</b>		<b>6,358</b>	

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.



**Explanation of Change:** The financial requirements for 1993-94 are \$3.4 million or 0.1% lower than the 1992-93 forecast. The decrease is a result of the following factors:

## **Budgetary**

\$ Millions

### **Operating:**

- increase due to a reallocation to Policy and Coordination of past reductions which had been made to assist the Department with revenue shortfalls. 3.1

### **Capital:**

- decrease for new ferry terminal facilities. (27.0)

### **Grants and Contributions:**

- increases for Strategic Capital Investment Initiatives for highway projects announced in the December 1992 Economic Statement (\$140.0 million), for the National Strategy for the Integration of Persons With Disabilities (\$1.3 million), Ferry and Coastal Passenger and Freight Services (\$4.1 million), as well as small increases in miscellaneous contributions (\$1.3 million) offset by decreased requirements for Highway Improvement Programs (\$5.9 million), National Safety Code (\$2.6 million), Economic and Regional Development Agreements (\$12.4 million), Water Transportation Grant - Province of B.C. (\$1.2 million), Trans-Canada Highway Agreement - Newfoundland (\$1.0 million), Leasing of Grain Cars (\$1.9 million), as well as small decreases in miscellaneous contributions (\$3.4 million). 118.3

### **Crown Corporations:**

- **VIA Rail Canada Inc.:** decrease mainly due to the exclusion of funding for VIA remote services (\$16.3 million), a decrease in capital (\$6.0 million) and the budget reduction resulting from the December 1992 Economic Statement (\$7.5 million). (29.8)
- **Canada Ports Corporation:** decrease as a result of the completion of the construction of facilities at the Port of Sept-Îles. (11.7)
- **St. Lawrence Seaway Authority:** decrease as a result of the completion of the Welland Canal rehabilitation project (\$29.0 million) and major maintenance costs for the Valleyfield Bridge (\$9.0 million). (38.0)
- **Jacques Cartier and Champlain Bridges:** increase relating to the December 1992 Economic Statement (\$6.7 million) offset by a decrease as a result of a reduction to maintenance programs which vary from year to year (\$2.6 million). 4.1
- **Marine Atlantic Inc.:** decrease as a result of the December 1992 Economic Statement (\$3.5 million) offset by a miscellaneous increase (\$1.1 million). (2.4)

## Non-Budgetary

\$Millions

- decrease for the Canada Ports Corporation Interport Loan Fund. (20.0)

**Explanation of 1992-93 Forecast:** The 1992-93 forecast is \$31.9 million or 3.9% higher than the 1992-93 Main Estimates of \$820.8 million. The difference is explained by the following major items:

## Budgetary

\$ Millions

### Operating:

- decrease as a result of government restraint programs (\$5.4 million), and a reduction to the National Fusion Research Program (\$0.2 million). (5.6)

### Capital:

- decrease relating to ferry terminal facilities and replacement vessel. (1.9)

### Grants and Contributions:

- increase for Economic and Regional Development Agreements (ERDA) (\$8.5 million), Newfoundland Regional Trunk Roads (\$1.0 million), Trans-Canada Highway Agreement - Newfoundland (\$1.0 million), P.E.I. Co-op Agreement (\$0.7 million), New Brunswick Highway Improvement Agreement (\$0.9 million), High-Speed Rail Study (\$1.1 million), Canadian Trucking Research Institute (\$1.1 million), Owner-Operator Cooperatives (\$2.0 million) and other small contributions (\$1.1 million) offset by a decrease for the National Strategy for the Integration of Persons With Disabilities (\$1.0 million), Nova Scotia Highway Improvement Agreement (\$1.8 million), Ferry and Coastal Passenger and Freight Services (\$0.8 million) and other contributions (\$1.6 million). 12.2

### Crown Corporations:

- **St. Lawrence Seaway Authority:** increase for the Valleyfield Bridge rehabilitation project. 11.0
- **Canada Ports Corporation:** increase for the Alouette Project at the Port of Sept-Îles. 10.5
- **VIA Rail Canada Inc.:** increase for the provision of remote service operation. 11.3
- **Marine Atlantic Inc.:** decrease for the provision of marine services as agreed between Transport Canada and Marine Atlantic Inc. (5.6)

## Full-time equivalents

- decreased requirements relating to government restraint programs. (11 FTE)

**Figure 2-2: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures				Total Resource Requirements
	Operating	Capital	Grants and Contributions	Crown Corporations	
<b>Budgetary</b>					
Strategic Policy and Analysis	6,367	-	-	-	6,367
Research and Development	15,525	-	293	-	15,818
Transportation Policy and Financial Support	9,153	10,184	271,472	515,124	805,933
Direction and Coordination	12,097	142	8,932	-	21,171
	43,142	10,326	280,697	515,124	849,289

## Past Financial Performance

**Figure 2-3: 1991-92 Financial Performance**

(thousands of dollars)	1991-92					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Strategic Policy and Analysis	6,952	51	6,860	58	92	(7)
Research and Development	15,337	45	17,042	51	(1,705)	(6)
Transportation Policy and Financial Support	867,951	85	829,919	90	38,032	(5)
Direction and Coordination	19,941	125	17,319	116	2,622	9
	910,181	306	871,140	315	39,041	(9)
<b>Non Budgetary</b>						
Canada Ports Corporation Interport Loan Fund	30,000		-		30,000	
	940,181		871,140		69,041	
CRF Revenues	112,224		439		111,785	

**Explanation of Change:** Actual financial requirements were \$69.0 million or 7.9% higher than projected in 1991-92 Main Estimates. The major causes for this increase are as follows:

### Budgetary

\$ Millions

#### Operating:

- decrease in other operating costs (\$4.1 million), offset by increase in salaries and wages (\$0.2 million). (3.9)
- increase as a result of the forgiveness of a debt by Northern Transportation Company Ltd (NTCL), a former Crown corporation that has since been privatized. 4.0

**Capital:**

- increase relating to ferry terminal facilities and replacement vessel. 12.0

**Grants and Contributions:**

- decrease for Economic and Regional Development Agreements (ERDA) (\$19.2 million) due to delays in construction, Ferry and Coastal Passenger and Freight Services (\$1.1 million), Hopper Car Leasing (\$1.6 million), New Brunswick Highway Improvement Program (\$3.5 million), Autoroute 13 - Mirabel/Dorval (\$1.5 million) and other miscellaneous contributions (\$1.2 million) offset by increases for the Trans-Canada Highway (\$1.0 million), P.E.I. Co-op Agreement (\$1.2 million), Nova Scotia Highway Improvement Program (\$3.1 million) and other miscellaneous contributions (\$2.0 million). (20.8)

**Crown Corporations:**

- **Marine Atlantic Inc.:** decrease due to cost reductions and efficiencies of operations. (17.3)
- **VIA Rail Canada Inc.:** increase largely due to technical adjustments incurred as a result of changes to the government's Payable at Year-end Policy. 23.0
- **Canada Ports Corporation:** increase for the acquisition of shares in Ridley Terminal Inc. (\$58.4 million) offset by a decrease mainly as a result of delays in the construction of the rail dock and transfer bridge at Sept-Îles (\$7.2 million). 51.2
- **Jacques Cartier and Champlain Bridges Inc.:** decrease due to technical difficulties which resulted in delays to the redecking of the Champlain Bridge. (9.2)

**Non-Budgetary**

- increase for the Canada Ports Corporation Interport Loan Fund. 30.0

**Full-time equivalents**

- decrease mainly due to government restraint programs. (9 FTE)

## Performance Information and Resource Justification

### Activity Results/Resource Linkages

The following program outcomes account for most of the human and financial resources dedicated to the Activity. Measures that assess the degree of achievement are found under the sub-activity headings below. Outcomes expected from the application of Policy and Coordination Activity resources include:

- timely development of corporate plans, policy and legislation;
- timely financial assistance that fosters improvements in the transport sector; and,
- properly monitored and managed subsidization of rail passenger services, grain and coastal/ferry transportation, economic development schemes, road safety and efficient traffic flow and select other transport-related interests.

Major variables that influence either the resources allocated to the Activity, the outcomes expected, or both, include:

- timeliness of grants and contributions or subsidy payments that are dependent on recipients' compliance with prescribed terms and conditions; and,
- policy direction from Ministers.

### Strategic Policy and Analysis

Figure 2-4 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-4: Net Expenditures**

(thousands of dollars)	<b>Estimates 1993-94</b>	<b>Forecast 1992-93</b>	<b>Actual 1991-92</b>	<b>Actual 1990-91</b>	<b>Actual 1989-90</b>
Operating	<b>6,367</b>	6,018	6,952	7,659	9,357
Capital	-	-	-	-	103
Grants and Contributions	-	-	-	-	-
	<b>6,367</b>	6,018	6,952	7,659	9,460
Full-time equivalents	<b>51</b>	51	51	53	57

The resources for this sub-activity are directed towards the identification and analysis of short and long-term transportation issues in order to recommend and implement corporate options and priorities as well as the provision of statistics, forecasts, economic analysis and research which are essential for informed departmental policy, facility planning and resource decisions.

The tasks which are carried out include the acquisition of data and the maintenance of specialized databases for all modes of transport, and the provision of traffic forecasts. The data and forecasts are used in the analysis of capital investment decisions, financial budgeting, and for operational planning purposes such as recruitment and training of air traffic controllers and planning of marine environmental protection measures.



In addition, quantitative analytic support is provided to aid in the resolution of current strategic policy issues, economic research is undertaken into short and anticipated long-term transportation system policy alternatives.

In November 1992, draft legislation and regulations were completed on Substance Use in Transportation following two rounds of formal consultations with stakeholders from each mode. In 1993-94, efforts will be devoted to implementing the program for the Presentation of Substance Use in a Safe Transportation System including development of education packages for persons in safety-sensitive positions and training programs for supervisors.

## Research and Development

Figure 2-5 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-5: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Operating	15,525	13,330	14,877	17,974	16,977
Capital	-	-	-	-	98
Grants and Contributions	293	412	460	915	1,191
	15,818	13,742	15,337	18,889	18,266
Full-time equivalents	45	45	45	46	52

The Department's research and development (R&D) effort is directed towards meeting the Department's and the transportation sector's needs for technological innovation. The strategic objectives of the sub-activity are to enhance the safety and security in the transport mode, to improve the efficiency of Transport Canada's operations, to increase the productivity and system competitiveness of the Canadian transportation sector, and to contribute to the equity and accessibility of transportation services.

R&D activities also include the Energy R&D program, the R&D component of the National Strategy for the Integration of Persons with Disabilities, the Artificial Intelligence Projects, and joint cost-shared projects with funding support from other activities, industry or the provinces. Projects are contracted to a variety of organizations, mostly in the private sector and these concern all transportation modes, systems and technologies. The core R&D undertakings are intended to provide the basis for the technical innovation that will allow the Department to meet the challenges of the future including policy, regulation and operational aspects.

The Transport Development Centre (TDC), located in Montréal is Transport Canada's centre of excellence for transportation technology and innovation, providing a core of technological expertise and R&D project management capability. Organized into five research divisions, TDC's staff of engineers, ergonomists, planners and economists are responsible for formulating, managing, and reporting on projects concerning all transportation modes and all stages of the innovation cycle - from concept development to demonstration and deployment. These projects are contracted to a variety of organizations, mostly in the private sector. TDC maintains close working relations with the transportation community to ensure the most efficient use of R&D resources, and the successful transfer and deployment of the results of its R&D program to benefit the nation's transportation systems.

The direction of the Central R&D Program is derived from related federal and departmental priorities and policies as outlined in Corporate Directions 1992. Current strategic objectives addressed by the central R&D program are:

- safety and security of the transportation system (including flight safety, motor vehicle safety, marine safety, rail safety and civil aviation security);
- effectiveness in meeting transportation needs at least cost;
- efficiency of departmental operations and of the transportation system (including air navigation systems, human factors and energy efficiency);
- protection of the physical environment from the impact of the transportation system (including the transport of dangerous goods, marine oil spill containment/cleanup, and vehicle emissions); and,
- improved service for all Canadians, including those with disabilities (including accessibility for elderly and disabled persons).

R&D program's highest priority is support of departmental operations (long-term applications R&D) and strategic policy objectives (sector-directed R&D). Activities relating to technology monitoring and assessment (exploratory R&D) and technology transfer are to be accommodated where resource and scheduling constraints permit. Specific thrusts or "product lines" for R&D activities and projects for the planning period are listed in Figure 2-6.

In response to a recent program evaluation, the Department is preparing a Strategic Technology Research and Development Plan, to be ready in 1993-94.

**Figure 2-6: Research and Development Thrust for the Planning Period (1993-95)**

<u>Long Term Applications R&amp;D</u> (by Activity)	<u>Thrusts</u>	
<ul style="list-style-type: none"> <li>• Aviation</li> <li>• Airports</li> <li>• Security (Departmental Administration)</li> <li>• Marine</li> <li>• Surface</li> </ul>	<ul style="list-style-type: none"> <li>• Flight Safety</li> <li>• Environmental Systems</li> <li>• Explosive/Weapon Detection</li> <li>• Environmental Protection</li> <li>• Search and Rescue</li> <li>• Marine Navigation</li> <li>• Rail Safety</li> <li>• Heavy Motor Vehicle Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Air Navigation Systems</li> <li>• Operation Planning Models</li> <li>• Marine Safety</li> <li>• Ship Performance on Ice</li> <li>• Ship Automation</li> <li>• Transport of Dangerous Goods</li> </ul>
<u>Sector-Directed R&amp;D</u>	<u>Thrusts</u>	
<ul style="list-style-type: none"> <li>• Energy/Environment</li> <li>• Transportation Accessibility</li> <li>• Road Cooperative R&amp;D (with TAC* and CUTA*)</li> <li>• Rail Cooperative R&amp;D (with RRAB*)</li> <li>• Marine Cooperative R&amp;D</li> <li>• Aviation Cooperative R&amp;D (with CASI*)</li> <li>• Regional Development</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient Use/Emissions</li> <li>• Transport Oil/Gas/Coal Environmental Protection</li> <li>• Vehicle/System Access</li> <li>• Communication/Orientation/Technical Aids</li> <li>• Infrastructure Technology</li> <li>• Intercity Bus Technology</li> <li>• Urban Transit Technology</li> <li>• Technology Assessments (e.g. safety, environment)</li> <li>• Technology Assessments (e.g. Arctic marine)</li> <li>• Technology Assessments (e.g. de-icing fluids)</li> <li>• Canada/Québec Economic and Regional Development Agreement (ERDA)</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative Fuels/Emissions</li> <li>• Traveller Safety</li> <li>• Truck Technology</li> <li>• Advanced Vehicle/Highway</li> </ul>
<u>Exploratory R&amp;D (Technology)</u>	<u>Thrusts</u>	
<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Micro-electronics</li> <li>• Advanced Materials</li> <li>• Human Factors</li> <li>• Biotechnology</li> </ul>	<ul style="list-style-type: none"> <li>• Voice Recognition</li> <li>• Knowledge Based/Expert Systems</li> <li>• Monolithic Microwave Integrated Circuits</li> <li>• Satellite Based Location/Navigation/Communication</li> <li>• Transport Applications</li> <li>• Ergonomics/Fatigue/Operator Interface</li> <li>• Waste/Oil Degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Neural Networks</li> <li>• Non-destructive Testing</li> </ul>

\*  
TAC: Transportation Association of Canada  
CUTA: Canadian Urban Transportation Association  
RRAB: Railway Research Advisory Board  
CASI: Canadian Aeronautics and Space Institute

## Transportation Policy and Financial Support

Figure 2-7 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-7: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
<b>Budgetary</b>					
Operating	9,153	8,770	8,552	8,606	7,899
Capital	10,184	37,124	13,371	152	562
Grants and Contributions	271,472	153,839	145,186	163,996	178,556
	<b>290,809</b>	<b>199,733</b>	<b>167,109</b>	<b>172,754</b>	<b>187,017</b>
Payments to Crown Corporations					
Marine Atlantic Inc.	132,393	134,858	127,233	143,947	265,467
VIA Rail Canada Inc.	343,367	373,170	434,950	441,484	521,120
Canadian National Railways	-	3	9	16	83
Canada Ports Corporation*	600	12,250	83,574	20,008	32,053
St-Lawrence Seaway Authority*	2,000	40,000	28,700	27,300	26,900
Jacques Cartier and Champlain Bridges Inc.*	36,764	32,658	26,376	27,934	13,948
Total Crown Corporations	<b>515,124</b>	<b>592,939</b>	<b>700,842</b>	<b>660,689</b>	<b>859,571</b>
<b>Total Budgetary</b>	<b>805,933</b>	<b>792,672</b>	<b>867,951</b>	<b>833,443</b>	<b>1,046,588</b>
<b>Non-Budgetary</b>					
Prince Rupert Port Corporation	-	-	-	-	17,260
Canada Ports Corporation Interport Loan Fund	-	20,000	30,000	-	-
<b>Total Non-Budgetary</b>	<b>-</b>	<b>20,000</b>	<b>30,000</b>	<b>-</b>	<b>17,260</b>
	<b>805,933</b>	<b>812,672</b>	<b>897,951</b>	<b>833,443</b>	<b>1,063,848</b>
Full-time equivalents	<b>89</b>	<b>89</b>	<b>85</b>	<b>82</b>	<b>94</b>

\* The following Crown corporations which had previously been displayed under the Direction and Coordination sub-activity are now displayed under the Transportation Policy and Financial Support sub-activity: Canada Ports Corporation; St-Lawrence Seaway Authority; and, Jacques Cartier and Champlain Bridges Inc.. As well, the non-budgetary item for the Canada Ports Corporation Interport Loan Fund which had previously been displayed under the Direction and Coordination sub-activity is now displayed under the Transportation Policy and Financial Support sub-activity.

The resources of this sub-activity for 1993-94 are expected to be directed 63.9% to Crown corporations, 33.7% to grants and contributions in support of transportation objectives and 2.4% towards administrative overhead, control and coordination as well as capital expenditures for new ferry terminal facilities.

The increased percentage of grants and contributions in 1993-94 results from the Strategic Capital Investment Initiatives for highways projects totalling \$140.0 million, announced in the December 1992 Economic Statement.



In terms of financial planning and accountability, Crown corporation activity is governed by specific sections of the Financial Administration Act (FAA). Under the FAA, each Crown corporation is required to submit an annual Corporate Plan (Chapter F-11, Part X, 122). The Corporate Plan consists of purpose or objectives of the corporation, the objectives for the planning period and the strategies to achieve them, the corporations' expected performance for the planning year and, detailed operating and capital budgets. Corporate Plans are reviewed by departmental officials prior to Treasury Board and Ministerial approval. A corporate plan summary is then provided for Parliamentary review and approval. Crown corporations are also obliged to submit audited annual financial statements.

Figure 2-8 lists the Crown Corporations and their related purpose or objectives.

**Figure 2-8: Crown Corporations - Purpose/Objective**

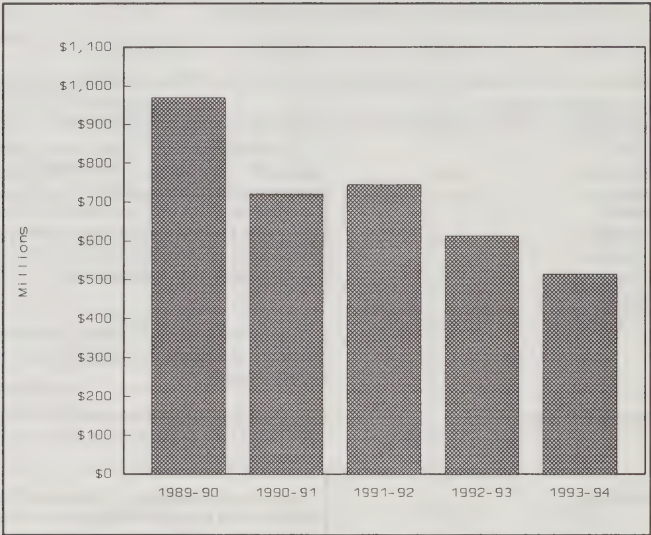
CROWN CORPORATION	PURPOSE/OBJECTIVE
Canada Ports Corporation: Vancouver Ports Corporation Prince Rupert Corporation Montréal Ports Corporation Port of Québec Corporation Saint John Port Corporation Halifax Port Corporation St. John's Port Corporation	To be an effective instrument of support for achieving Canada's international trade objectives; to support the achievement of economic and social objectives on a national, regional and local scale; to provide efficient equitable treatment to all users; and to coordinate its development with other marine activities and the surface and air modes of transportation.
Via Rail Canada Inc.	To serve travellers in Canada by providing a safe, efficient intercity and tourist passenger rail service responsive to market needs.
Canadian National Railway Company	To meet Canada's transportation and distribution needs by being the best at moving goods on time, safely and damage free.
St. Lawrence Seaway Authority	To construct, operate and maintain a deep draft waterway between the Port of Montréal and Lake Erie in order to achieve the efficient and cost effective passage of vessels.
Jacques Cartier and Champlain Bridges Inc.	To manage, control, operate and maintain the Jacques Cartier and Champlain bridges including a portion of the Autoroute Bonaventure in Montréal, Québec.
Marine Atlantic Inc.	To acquire, establish, manage and operate a marine transportation service; a marine maintenance, repair and refit service; a marine construction business; and, any service or business related thereto.



Projected forecasts for Crown corporations in 1992-93 total \$592,939,000. This amount represents an increase of \$27.2 million from 1992-93 Estimates as detailed in the explanation of change, page 2-3. As reflected in Figures 2-7 and 2-9, government subsidies of Transport Canada's Crown corporations has decreased significantly since 1989-90. Appropriations for 1993-94, totalling \$515,124,000, indicate that there will be a further decrease in overall payments to Crown corporations.

An indication of the steady decline in payments to Crown corporations is provided in Figure 2-9.

**Figure 2-9: Payments to Crown Corporations (1993-94 Constant Dollars)**



## Direction and Coordination

Figure 2-10 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-10: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Operating	12,097	11,969	15,117	11,748	12,792
Capital	142	142	204	230	207
Grants and Contributions	8,932	8,158	4,620	4,249	4,509
Total Budgetary	21,171	20,269	19,941	16,227	17,508
Full-time equivalents	126	126	125	123	106

Resources allocated to the Direction component of this sub-activity are primarily for human resources to plan, manage and control the overall Activity and to provide a regional corporate focal point.

The resources for the Coordination component are directed towards the management of Crown corporation planning cycles, the coordination of Cabinet documents and ministerial correspondence. As well, it coordinates departmental relations with other national governments, federal government departments, provincial and territorial governments, and with all sectors of industry. It also assumes a policy role with respect to environmental issues. Performance is measured in terms of the number of documents processed (approximately 1,200 Cabinet documents and briefing notes) and the timeliness of the tabling of corporate plans and related documents (100 corporate plans/annual reports tabled on a yearly basis). This component serves as the focal point for the implementation of the "National Strategy for the Integration of Persons with Disabilities" within Transport Canada.

In 1992-93, Transport Canada completed the first year of a five-year \$24.6 million action plan to realize the full integration in society of persons with disabilities. All indications to-date, point to Transport Canada meeting or exceeding expectations set out by the Parliamentary Committee which created the strategy. Departmental officials have been seeking partnerships in the business community and with provincial governments. There has been a strong positive response to many program initiatives. One program in particular, "Assistance to Ground Transportation at Airports" was fully subscribed only three months into the fiscal year. In June 1992, Transport Canada made an amendment to the National Transportation Act, 1987, that expanded the policy statement to include accessible transportation for travellers with disabilities.

## **B. Canadian Coast Guard**

### **Objective**

To ensure the provision of operational policies and programs for the use of water transportation interests in order to contribute to the safe, efficient and economical conduct of marine activities and to contribute to the protection of the quality of the marine environment in waters under the jurisdiction of the Government of Canada; and, where appropriate, to develop, operate and maintain specific elements of the marine transportation system.

### **Description**

The Canadian Coast Guard (CCG) Activity consists of the following sub-activities:

**Marine Navigation Systems:** This sub-activity is responsible for the provision, operation and maintenance of a system of short range aids to navigation; long-range aids to navigation; waterways development, maintenance and protection; vessel traffic services, and safety and public correspondence communications to contribute to the safe, efficient and economical movement of vessels in Canadian and designated waters.

**Icebreaking and Arctic Operations:** This sub-activity is responsible for the provision, operation and maintenance of icebreaking ships, facilities and services to provide route assistance through ice-infested waters; ice management; co-ordination of an annual Eastern Arctic Sealift and support to other government departments and agencies to facilitate the safe and efficient movement of marine traffic through or around ice-infested waters; to support marine related activities and other government objectives, including sovereignty in the Canadian Arctic and to minimize the effect of flooding caused by ice jams on the upper St. Lawrence River.

**Marine Regulatory:** This sub-activity is responsible for developing, promulgating and implementing marine regulations and standards to contribute to marine safety and environmental protection, and to ensure the provision of workplace safety in the marine industry; and for responding to clean-up requirements following pollution incidents from shipping, on a cost recovery basis wherever possible, including policy and prevention.

**Marine Search and Rescue:** This sub-activity is responsible for providing marine search and rescue capability within the Canadian area of responsibility as defined under International Maritime Organization agreements and in Canadian waters of the Great Lakes and St. Lawrence system; and promoting safety to the marine public in order to minimize loss of life and injury, including where possible and directly related thereto, to make reasonable effort to minimize damage to, or loss of, property.

**Public Harbours and Ports:** This sub-activity is responsible for providing an efficient system of ports and public harbours for accessible and efficient inter-modal movement of goods and persons to support national, regional and local economic and social objectives, particularly those relating to Canadian international marine trade.

**Direction and Administration:** This sub-activity is responsible for directing the development, implementation and review of policies, programs, plans, regulations and operational activities to support line management to efficiently and effectively deliver the Canadian Coast Guard program.

**Crown and Other Corporations:** This sub-activity is responsible for the provision of pilotage services within Canadian waters; development, operation and maintenance of nine commission harbours; and operation of the vessel *MV Arctic*, by Canarctic Shipping Co. Ltd.

### **Resource Summaries**

The Canadian Coast Guard Activity accounts for approximately 31.7% of the Department's net total 1993-94 expenditures and 30.6% of the total human resources.

**Figure 2-11: Net Activity Resource Requirements**

(thousands of dollars)	Estimates 1993-94		Forecast 1992-93		Change	
	\$	FTE*	\$	FTE	\$	FTE
<b>Budgetary</b>						
Marine Navigation Systems	337,233	3,222	310,408	3,098	26,825	124
Icebreaking and Arctic Operations	112,878	926	115,162	979	(2,284)	(53)
Marine Regulatory	56,539	617	48,501	556	8,038	61
Marine Search and Rescue	88,063	921	78,800	831	9,263	90
Public Harbours and Ports	55,428	95	37,171	90	18,257	5
Direction and Administration	11,803	162	11,679	148	124	14
Canarctic Shipping Co. Ltd.	2,657	-	8,000	-	(5,343)	-
Pilotage Services	3,000	-	8,880	-	(5,880)	-
	<b>667,601</b>	<b>5,943</b>	<b>618,601</b>	<b>5,702</b>	<b>49,000</b>	<b>241</b>
CRF Revenues	6,939		20,106		(13,167)	

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

**Explanation of Change:** The financial requirements for 1993-94 are \$49.0 million or 7.9% greater than the 1992-93 forecast expenditures. The increase is a result of the following factors:

\$ Millions

## **Budgetary**

### **Operating:**

- increase relating to salary inflation (\$4.9 million), Fixed Asset Accounting Policy transfer (\$3.0 million), transfer from capital (\$6.4 million), and miscellaneous changes (\$0.4 million) offset by reductions relating to the December 1992 Economic Statement for operating expenditures (\$5.4 million) and the Green Plan (\$1.7 million). 7.6

### **Capital:**

- increase relating to new project starts and changes in cash flow. 53.9

### **Grants and Contributions:**

- decrease relating to the December 1992 Economic Statement. (0.1)

### **Revenue and Recoveries:**

- increase in revenue associated with the Arctic Resupply. (1.2)

### **Crown Corporations:**

- reduction in requirements by Canarctic Shipping Co. Ltd. (\$5.3 million) and the Pilotage Authorities (\$5.9 million). (11.2)



## Full-time equivalents

- increase as a result of planned staffing relating to refitted vessels plus savings in 1992-93 which were for one year only.

241 FTE

**Explanation of 1992-93 Forecast:** The 1992-93 forecast is \$27.2 million or 4.2% lower than the 1992-93 Main Estimates of \$645.8 million. This difference is explained by the following major items:

## Budgetary

\$ Millions

### Operating:

- decrease as a result of savings in salaries associated with lower human resource utilization, partially offset by additional costs for lay-day manning of vessels (\$3.7 million), funding cuts to dredging to address departmental shortfall (\$6.3 million), research and development (\$1.5 million), wharf repairs (\$2.0 million), delay in commencement of icebreaking (\$1.0 million), other reductions (\$1.6 million), imposed Treasury Board reduction on communications spending (\$0.3 million), Green Plan funding reprofiling (\$2.7 million), government restraint programs (\$17.1 million), reduced volume for the Arctic Resupply (\$2.1 million) and miscellaneous savings (\$1.5 million), offset by a transfer from capital (\$6.4 million), additional allocation to offset cost recovery and revenue target shortfall (\$28.9 million) and increased operating costs for the CCGS *John Cabot* (\$0.9 million).

(3.6)

### Capital:

- decrease due to funding cuts to address departmental shortfall (\$30.2 million), transfer to operating (\$6.4 million), Green Plan funding reprofiling (\$1.2 million), government restraint programs (\$6.3 million), partially offset by new funds for the Baie Ste-Catherine Wharf (\$1.2 million).

(42.9)

### Grants and Contributions:

- increase as a result of miscellaneous additional contributions.

0.1

### Revenues and Recoveries:

- decrease due to a shortfall relating to revenue targets (\$8.9 million), a volume decline in cargo shipped for the Arctic Resupply operation (\$1.1 million), and reduced wharfrage and harbour dues (\$0.8 million).

10.8

### Crown Corporations:

- **Canarctic Shipping Co. Ltd.:** additional requirement as a result of an update to the business plan.
- **Pilotage Authorities:** increased requirements due to anticipated tariff increases not obtained for the Laurentian Pilotage Authority (\$2.8 million), severe volume decline which reduced revenue although costs were fixed for the Atlantic Pilotage Authority (\$1.7 million), and because an assumed business upturn did not materialize for the Great Lakes Pilotage Authority (\$1.6 million).

2.3

6.1



## Full-time equivalents

- reduced requirements for *CCGS Louis S. St-Laurent* and *Norman McLeod Rogers* while in refit (81 FTE), unfunded FTE due to additional costs for lay-day manning (38 FTE), unfunded FTE due to salary average shortfall (85 FTE), lapsed FTE associated with reduced intake at the Canadian Coast Guard College (26 FTE) and savings due to staffing delays (29 FTE). (259 FTE)

**Figure 2-12: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures					Less: Revenues and Recoveries	Net Resource Requirements
	Operating	Capital	Grants and Contributions	Crown Corporations	Total		
<b>Budgetary</b>							
Marine Navigation Systems	263,354	76,624	-	-	339,978	2,745	337,233
Icebreaking and Arctic Operations	116,050	11,368	-	-	127,418	14,540	112,878
Marine Regulatory	50,834	8,360	13	-	59,207	2,668	56,539
Marine Search and Rescue	72,130	14,239	1,725	-	88,094	31	88,063
Public Harbours and Ports	30,583	36,614	4	-	67,201	11,773	55,428
Direction and Administration	11,081	722	-	-	11,803	-	11,803
Canarctic Shipping Co. Ltd.	-	-	-	2,657	2,657	-	2,657
Pilotage Services	-	-	-	3,000	3,000	-	3,000
	544,032	147,927	1,742	5,657	699,358	31,757	667,601

## Past Financial Performance

**Figure 2-13: 1991-92 Financial Performance**

(thousands of dollars)	1991-92					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Marine Navigation Systems	309,243	3,089	362,558	3,283	(53,315)	(194)
Icebreaking and Arctic Operations	128,355	939	130,563	1,043	(2,208)	(104)
Marine Regulatory	54,022	506	45,272	523	8,750	(17)
Marine Search and Rescue	75,099	830	73,633	875	1,466	(45)
Public Harbours and Ports	53,490	84	62,180	90	(8,690)	(6)
Direction and Administration	13,893	144	12,950	143	943	1
Canarctic Shipping Co. Ltd.	9,837	-	6,672	-	3,165	-
Pilotage Services	6,324	-	-	-	6,324	-
Anticipated Lapse	-	-	(30,000)	-	30,000	-
	650,263	5,592	663,828	5,957	(13,565)	(365)
CRF Revenues	38,607		26,440		12,167	

**Explanation of Change:** Actual financial requirements were approximately \$13.6 million or 2.0% less than the 1991-92 Main Estimates. This was due to:

## Budgetary

Millions

### Operating:

- increased expenditures resulting from the transfer of resources required to cover an anticipated lapse applied to the Canadian Coast Guard Activity (\$30.0 million), additional operating costs for the CCGS *John Cabot* (\$1.4 million) and clean-up costs associated with the sinking of the *Tenyo Maru* (\$1.1 million), the Fixed Asset Policy transfer (\$0.5 million), partially offset by government restraint programs (\$16.5 million), savings resulting from deferred refits and reductions in dredging and wharf repairs (\$4.5 million), savings from the Green Plan, the Environmental Assessment and Review Process and Official Languages training (\$2.5 million), and miscellaneous other savings (\$1.0 million). 8.5

### Capital:

- reduced expenditures as a result of a Fixed Asset Policy transfer (\$0.5 million), government restraint programs (\$18.2 million), and project slippage (\$13.5 million). (32.2)

### Grants and Contributions:

- reduced requirements for contribution to Canadian Marine Rescue Auxiliary (CMRA) and a new contribution to the Town of Botwood to study port development. (0.3)

### Revenues and Recoveries:

- lower cost recovery from the Department of Fisheries and Oceans (\$0.7 million) and reduced volume for the Arctic Resupply (\$0.2 million). 0.9

### Crown Corporations:

- **Canarctic Shipping Co. Ltd:** increased requirement relating to higher repair costs and lower earnings due to difficult ice conditions. 3.2
- **Pilotage Authorities:** decreased requirements as a result of a loss due to failure to obtain full proposed tariff increase for the Atlantic Pilotage Authority (\$0.4 million), a slump in the St. Lawrence Seaway traffic that is subject to compulsory pilotage resulting in lower revenue for the Great Lakes Pilotage Authority (\$0.9 million), and a loss incurred by the Laurentian Pilotage Authority that is attributed to a sharp rise in pilot compensation rates and the absence of any tariff increase (\$5.0 million). 6.3

### Full-time equivalents

- savings due to the Public Service Alliance of Canada strike (26 FTE), the planned deferral of staffing action and reduction in term employment (265 FTE) and government restraint programs (114 FTE), partially offset by increased service demand for the CCGS *John Cabot* (40 FTE). (365 FTE)

## Performance Information and Resource Justification

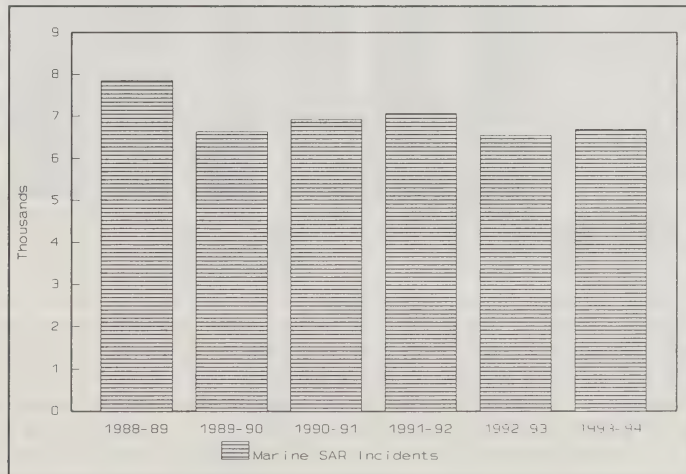
### Activity Results/Resources Linkages

The following program outcomes account for most human and financial resources dedicated to the Activity. Measures that assess the degree of achievement are found under the sub-activity headings below. Outcomes expected from the application of the Canadian Coast Guard Activity resources include:

- unobstructed passage and expeditious movement of vessels including, where necessary, under ice-conditions, within acceptable levels of risk;
- reduced risks and loss of life;
- protection of the environment and property;
- reduction in the number of marine incidents; and
- cost-effective support to marine trade to, from and within Canada.

The number of marine incidents is a global indicator of the effectiveness of the Canadian Coast Guard Activity, since resources are not only dedicated to saving lives during incidents, but in preventing such incidents from occurring. Figure 2-14 shows that the number of incidents has been decreasing, which can be partly attributable to the Canadian Coast Guard activities under Search and Rescue Prevention.

**Figure 2-14: Marine Search and Rescue Incidents**

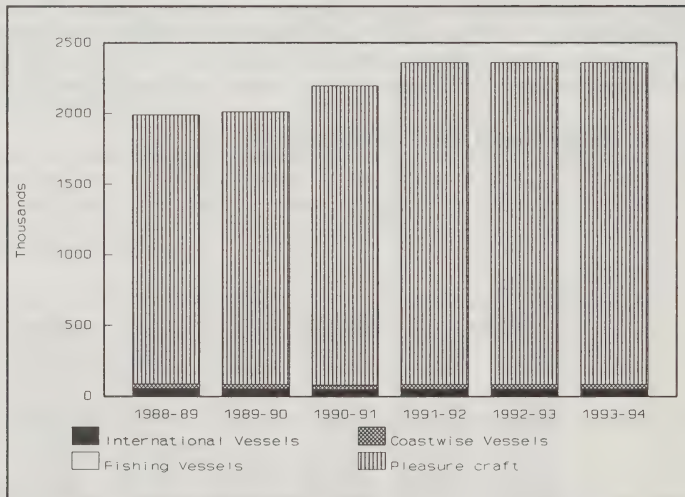


Major variables that influence either the resources allocated to the Activity, the outcomes expected, or both, include:

- adverse/favourable weather/ice conditions;
- changes in non-salary costs, particularly changes in the cost of fuel;
- vessel traffic, including commercial, fishing and pleasure craft; and
- marine search and rescue incidents.

In particular, the level of marine traffic is a global indicator of the demand for the services provided by the Canadian Coast Guard Activity resources. Figure 2-15 shows that pleasure boating activity has increased while commercial activity is decreasing.

**Figure 2-15: Number of vessels by type**





## Marine Navigation Systems

Figure 2-16 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-16: Net expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	263,354	264,220	255,432	259,377	242,824
Less: Revenues	2,745	3,353	465	540	345
	260,609	260,867	254,967	258,837	242,479
Capital	76,624	49,541	54,186	61,442	81,861
Grants and Contributions	-	-	90	94	669
	337,233	310,408	309,243	320,373	325,009
Full-time equivalents	3,222	3,098	3,089	3,191	3,254

The Marine Navigation Systems sub-activity is responsible for the provision, operation and maintenance of approximately 20,500 buoys and land-based aids, including lighthouses and racons which assist mariners in determining their position with relation to land and hidden dangers. In addition, 62 radio beacons and four Loran 'C' stations provide long-range position fixing capability. To maintain waterways to established parameters, this sub-activity carries out a program of channel draining (siltation prevention), channel sounding/sweeping, dredging, shore protection, maintenance and operation of the Canso Canal; approval of structures, and removal and disposal of wrecked vessels. Vessel Traffic Services (VTS), which consists of 15 centres operating 24 hours, seven days-a-week, organizes traffic movements, provides advice and direction to mariners through the VTS Zone Regulations and screens vessels entering Canadian waters for defects/deficiencies through the mandatory ECAREG - Eastern Canada, the voluntary NORDREG - Arctic Canada and the WESTREG - Western Canada Traffic Systems. The provision of a distress and safety communications service, broadcasting of weather, navigational safety and ice information, as well as providing a public correspondence service and the communications services required for the command and control of the Canadian Coast Guard fleet is accomplished via a network of 30 staffed and 144 remotely controlled transmitting and receiving sites.

Figure 2-17 displays the amount of cargo being transported through the Canadian marine navigation system. In addition, Figure 2-18 displays the percentage of time the equipment is functioning. All equipment has been available more than 99% of the time.

For 1991-92, spending has decreased due to cost cutting measures which have seen the number of radio beacons decline from 70 in 1990-91 to the current level of 62. This has been combined with the continued remote-controlling of radio stations which now stand at 144. In addition, a change in equipment maintenance approach for electronic maintenance has resulted in a 20% reduction in preventive maintenance which equates to savings of 20 full-time equivalents. Figure 2-18 shows that the reduction has in no way affected the level of service in this area, which continues to maintain a high level of equipment availability. The continued destaffing of lightstations has also contributed to the decline in spending and utilization of full-time equivalents, along with the implementation of the Fleet Restructuring Plan which will span three fiscal years, commencing in 1991-92. The savings from the fleet restructuring were originally planned to be reallocated to priority items but were eventually lost as part of the government restraint program reductions. Savings were also generated as a result of the Public Service Alliance of Canada strike and the government imposed spending freeze, which included reductions in dredging and ship refit.

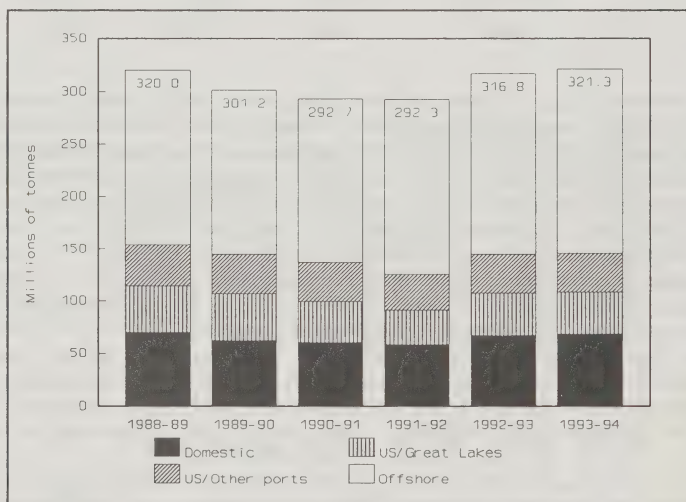


For 1992-93, spending reflects a slight increase due to a 3% salary increase along with additional resources to implement the Official Languages Regulations (6 full-time equivalents and \$0.352 million) for training to provide bilingual vessel traffic services and (10 full-time equivalents and \$0.652 million) to provide training for bilingual radio operators. A slight decline in full-time equivalents has also been implemented in order to provide resources for the additional cost of lay-day manning of vessels.

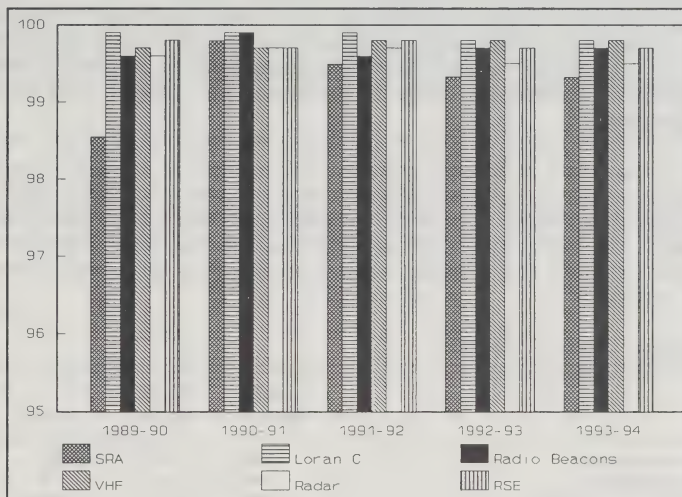
For 1993-94, additional resources for salary increases have been offset by reductions in other operating costs as part of the December 1992 Economic Statement reductions.

The steady decline of expenditures in capital reflect the Department's inability to meet current government revenue targets because of the poor economic climate, hence to offset revenue shortfalls capital spending has been curtailed.

**Figure 2-17: Total Marine Traffic Flows**



**Figure 2-18: Percentage of Time Equipment is Available**



SRA: Short Range Aids  
VHF: Very High Frequency  
RSE: Radio Station Equipment

### Icebreaking and Arctic Operations

Figure 2-19 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-19: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	116,050	111,381	111,080	114,204	105,225
Less: Revenues	14,540	12,589	13,585	12,391	12,236
	101,510	98,792	97,495	101,813	92,989
Capital	11,368	16,345	30,860	28,158	54,518
Grants and Contributions	-	25	-	-	-
	112,878	115,162	128,355	129,971	147,507
Full-time equivalents	926	979	939	974	946

The Icebreaking and Arctic Operations sub-activity involves the escorting of ships and the opening of harbours on request to expedite the movement of cargo and fishing vessels; and monitoring and controlling ice in the St. Lawrence River below Montréal to prevent damage to, or loss of, property due to flooding. In addition, the co-ordination of an annual Eastern Arctic Sealift on a cost recoverable basis to provide food, materials, fuel and equipment annually to approximately 30 northern settlements and defence sites is also carried out. This sub-activity also provides support to other government departments and agencies, the most significant being the charter of the CCGS *John Cabot* to Teleglobe Marine Inc., and the provision of helicopter services to the Department of Environment.

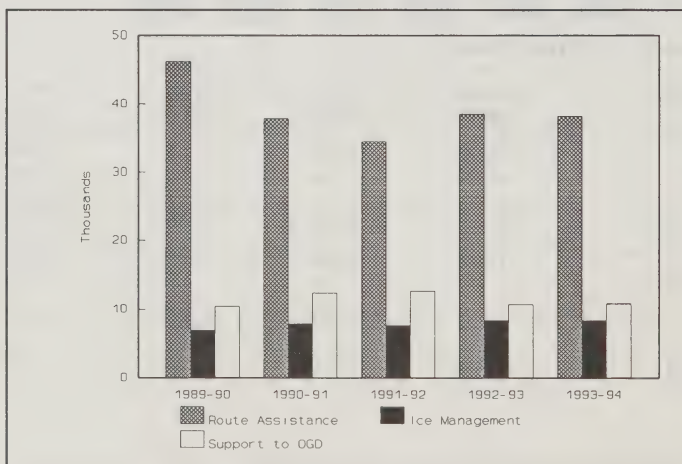
A total of six heavy icebreaking vessels are employed to carry out these functions and are complemented by those aids-to-navigation vessels that have icebreaking capability (see p. 3-40 which describes the Canadian Coast Guard Fleet). One of the six icebreakers, the CCGS *Louis S. St-Laurent* is currently undergoing a major refit (see p. 3-22). Consequently, the Canadian Coast Guard has entered into a lease agreement for the *MV Terry Fox*, a private-sector icebreaker from Gulf Canada Resources for two years commencing in 1991-92.

**Figure 2-20: Workload Statistics**

	1993-94 Estimates	1992-93 Forecast	1991-92 Actual	1990-91 Actual	1989-90 Actual
Number of vessels escorted	1,293	1,293	1,425	1,205	1,510
Fishing harbour breakouts	96	96	50	82	127
Commercial harbour breakouts	246	246	240	232	256
Channel breakouts (in miles)	25,699	25,699	26,173	23,140	26,915
Miles of flood control and ice management services	13,000	13,000	11,979	17,436	20,574

Figure 2-20 displays some of the workload involved under this sub-activity. Figure 2-21 displays the amount of ship time involved in providing services under this sub-activity.

**Figure 2-21: Ship Time (hours)**



OGD: Other Government Departments

For 1991-92 and 1992-93 spending has declined despite a 3% increase in salaries for 1992-93. This decline in spending along with the reduction in ship time being spent on this activity (see Figure 2-21), reflects the implementation of the Fleet Restructuring Plan as well as the decommissioning of the CCGS *John A. MacDonald* and planned delay in commencing 1992-93 icebreaking. Due to the fact that heavy ice conditions have not been encountered, the reduction in resources has as yet had no significant impact on safety.

For 1993-94, increased resources result from the provision of salary increases and the savings for 1992-93 only.

The decline in capital spending reflects the near completion of the major refit of the CCGS *Louis S. St-Laurent* combined with a curtailment in capital spending to meet current government revenue targets.

## Marine Regulatory

Figure 2-22 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-22: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	50,834	46,128	44,969	48,715	38,906
Less: Revenues	2,668	3,195	12	8	29
	48,166	42,933	44,957	48,707	38,877
Capital	8,360	5,554	9,051	8,474	5,169
Grants and Contributions	13	14	14	264	41
	56,539	48,501	54,022	57,445	44,087
Full-time equivalents	617	556	506	526	478

The Marine Regulatory sub-activity is responsible for two distinct functions:

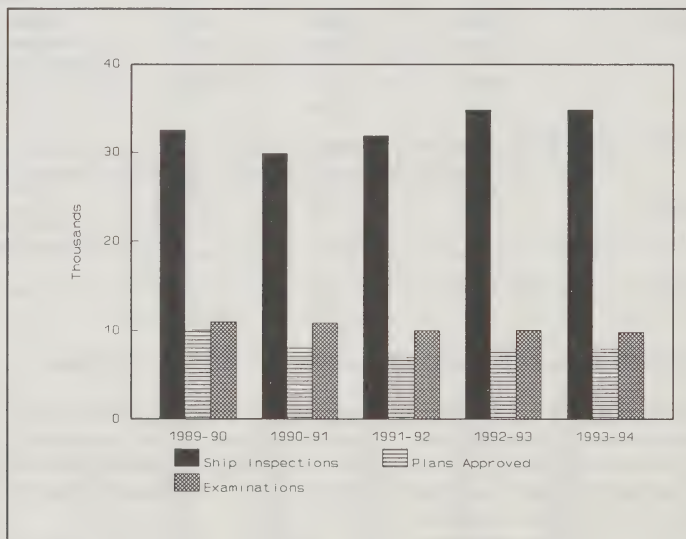
- ship safety, which involves the statutory inspection of vessels registered in Canada and the inspection of foreign vessels at Canadian ports under the Port State Control Agreement. This also includes the issuance of statutory qualifications to seafarers following departmental examinations, and the delivery of the occupational safety and health program, on behalf of Labour Canada, involving investigations, inspections and technical surveys.
- environmental response and emergency planning, which involves responding to clean-up requirements following pollution incidents from shipping, on a cost recovery basis wherever possible. This responsibility has recently been expanded in response to the Public Review Panel on Tanker Safety to include policy and prevention and to improve preparedness.



For 1991-92, 1992-93 and 1993-94, increased spending under this sub-activity reflects the government's commitment to protect the environment. Resources have been provided under the Green Plan to implement port state control at a 20% inspection level (8 full-time equivalents and \$0.925 million) and enhanced response capability, which addresses some of the recommendations made under the Public Review on Tanker Safety and Marine Spills Response Capability (15 full-time equivalents and \$4.795 million). Figures 2-23 and 2-24 display the increased workload associated with both ship safety and emergency response, as well there has been an associated increase in the number of pollution response centres which will locate the necessary pollution clean-up equipment in appropriate locations and improve response time. Resources have also been reallocated from savings generated by efficiencies such as lightstation automation and electronic maintenance to partially implement requirements from the Transportation Safety Board (3 full-time equivalents and \$0.141 million); dangerous goods inspections (7 full-time equivalents and \$0.351 million) and inspection of small fishing vessels (5 full-time equivalents and \$0.302 million). In addition, student hours of training have increased dramatically from 5,000 hours in 1986-87 to over 47,000 estimated for 1993-94. This additional demand for training, from both internal and external sources, reflects the increase in environmental awareness.

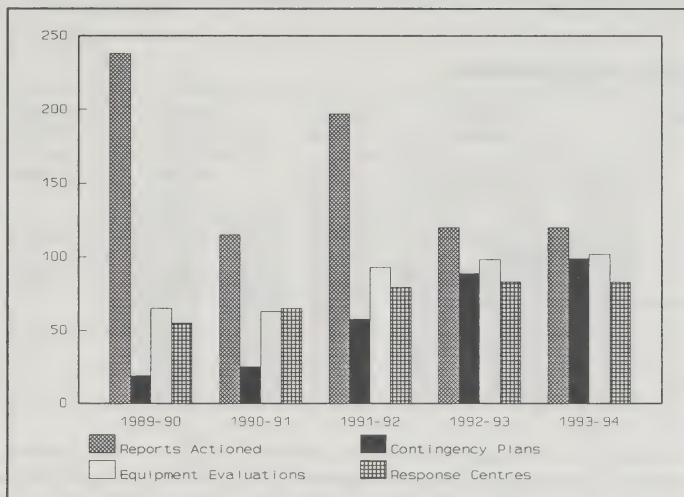
Increases in Consolidated Revenue Fund revenues reflects the ability of the Canadian Coast Guard to collect some of the costs associated with the clean-up of the *Tenyo Maru* and the *Rio Orinoco*.

**Figure 2-23: Ship Safety Workload**





**Figure 2-24: Environmental Response**



## Marine Search and Rescue

Figure 2-25 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-25: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	72,130	72,500	69,765	80,088	67,139
Less: Revenues	31	31	20	13	60
	72,099	72,469	69,745	80,075	67,079
Capital	14,239	4,571	3,880	9,656	33,607
Grants and Contributions	1,725	1,760	1,474	1,471	1,258
	88,063	78,800	75,099	91,202	101,944
Full-time equivalents	921	831	830	918	935

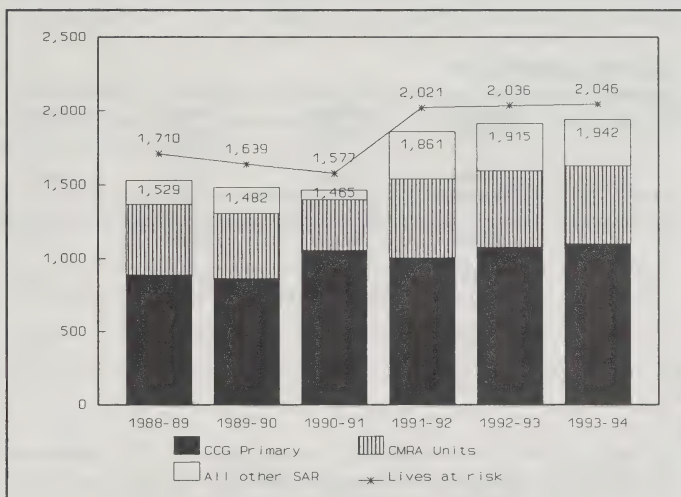
The Marine Search and Rescue (SAR) sub-activity is responsible for the provision of primary search and rescue units, currently 63 are operated by the Canadian Coast Guard including 27 inshore rescue boats which only operate during the summer months to deal with increased pleasure boating activity (see p. 3-40 which describes the Canadian Coast Guard Fleet). In conjunction with the Department of National Defence, the Canadian Coast Guard also mans rescue co-ordination centres in Halifax, N.S., Trenton, Ont., and Victoria, B.C., and operates marine rescue sub-centres in St. John's, Nfld., and Québec City, Qué. In addition, an extensive boating safety program (SAR Prevention) is conducted in order to minimize the number of small boat incidents. Resources are used to produce educational marine safety video tapes, advertisements and radio commercials, publications such as the Safe Boating Guide and the Safety Handbook for the inshore fisherman. This program also involves conducting safety demonstrations and carrying out courtesy examinations. Rescue operations are supplemented by vessels owned by voluntary Canadian Marine Rescue Auxiliary (CMRA) units. The auxiliary units are compensated for fuel and insurance costs incurred and for authorized training and travel costs. CMRA members also participate in the SAR prevention program.

As indicated in Figure 2-26, primary SAR resources are utilized to save over 1,000 lives which is an increase of over 200 from 1989-90 levels. In addition, the Canadian Marine Rescue Auxiliary is involved in saving more than 500 lives each year.

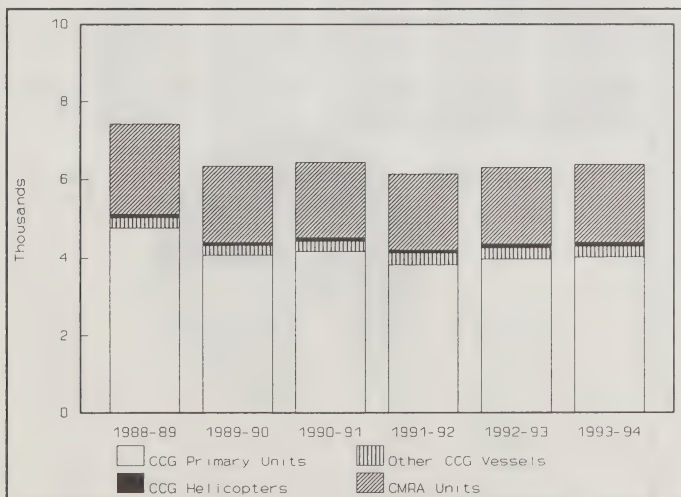
In addition to saving lives, the Canadian Coast Guard SAR primary units have been involved in responding to approximately 4,000 incidents in which boaters required assistance to ensure the safety of passengers and/or cargo. As well, the Canadian Marine Rescue Auxiliaries answered over 2,000 requests for assistance, an increase of almost 500 from 1990-91 levels. The total number of marine SAR incidents have in recent years shown a steady decline despite an increase in pleasure boating activity. The difference between incidents and taskings results from the fact that other government departments and/or vessels of opportunity were tasked due to their closer proximity.

For 1991-92 and 1992-93, spending has declined due in part to the Fleet Restructuring Plan which saw some SAR vessels decommissioned and due to the multi-tasking of the Type 600 vessels which previously were utilized as primary SAR vessels. Savings in this area have been offset partially in 1992-93 due to implementation of the Official Languages Regulations which forecasts 20 full-time equivalents and \$1.4 million to be spent to provide bilingual training which is down slightly from the 36 full-time equivalents and \$2.3 million provided in the 1992-93 Estimates. The increase in capital expenditures is reflected in the implementation of the Search and Rescue Lifeboat Replacement project.

**Figure 2-26: Lives Saved Compared with Lives at Risk**



**Figure 2-27: Number of CCG SAR Tasking**



## Public Harbours and Ports

Figure 2-28 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-28: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	30,583	31,460	30,354	33,615	33,572
Less: Revenues	11,773	11,382	-	-	-
	18,810	20,078	30,354	33,615	33,572
Capital	36,614	17,078	23,121	38,630	34,755
Grants and Contributions	4	15	15	10	67
	55,428	37,171	53,490	72,255	68,394
Full-time equivalents	95	90	84	91	90

The Public Harbours and Ports sub-activity is responsible for the maintenance, administration and development of public harbours and ports at 526 locations (see Figure 2-29) in support of commercial transport.

These facilities provide access to isolated communities as well as supporting local industries. These ports are not financially self-sufficient, however it is anticipated that approximately 38% of the operating costs will be recovered from the collection of wharfage, harbour and letting charges, which is down from previous years due to the poor economic climate. See Figure 3-20 on p. 3-33 for details on revenues.

**Figure 2-29: Public Harbours and Ports**

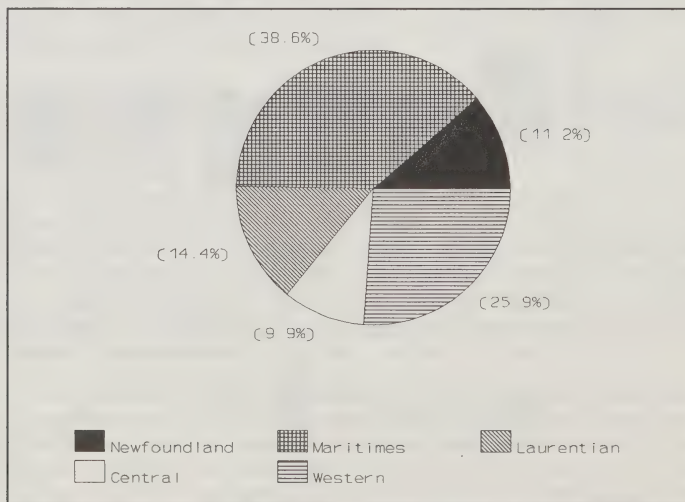


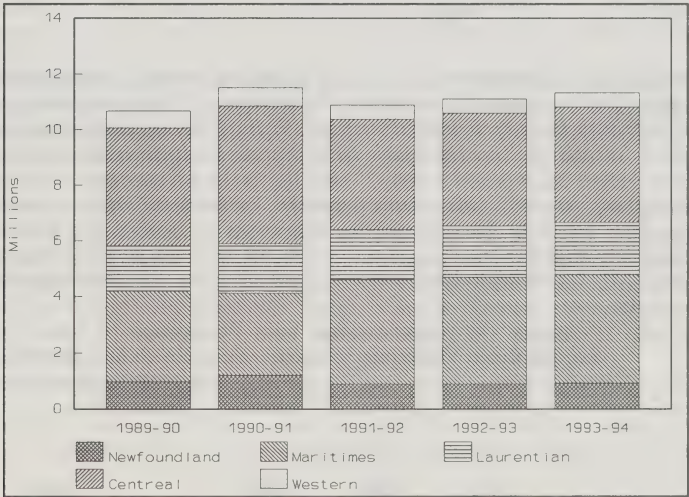


Figure 2-30 displays the amount of cargo utilizing these public harbours and ports regionally. In addition, nine harbour commissions, which handle approximately 20% of the national marine tonnage, exist as quasi-commercial bodies and are financially self-sufficient. However, contributions, grants or loans may be sought for major port development. Figure 3-24, p. 3-36 lists the currently outstanding loans to harbour commissions.

For 1991-92 and 1992-93, spending in this sub-activity has been curtailed in dredging and wharf repairs in order to meet cost cutting exercises. Consequently, more than 80 wharfs have either been closed or had restrictions imposed on them due to safety.

The increase in capital expenditures is reflected in the implementation of the Pelee Island Mainland Ferry Facilities project, the Gros Cacouna Port Development project and the Rimouski East Jetty Wharf Reconstruction project.

**Figure 2-30: Tonnage of Cargo Handled at Public Port Facilities**





## Direction and Administration

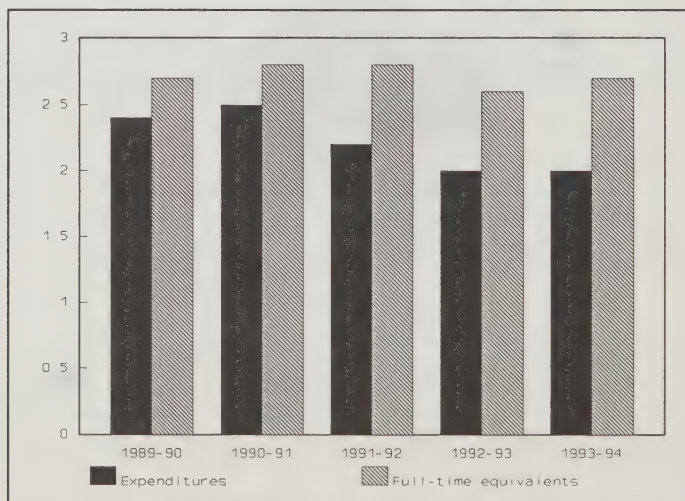
Figure 2-31 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-31: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	11,081	10,743	11,411	13,521	11,871
Less: Revenues	-	-	5	2	8
	11,081	10,743	11,406	13,519	11,863
Capital	722	911	2,487	1,581	1,773
Grants and Contributions	-	25	-	-	-
	11,803	11,679	13,893	15,100	13,636
Full-time equivalents	162	148	144	163	159

The Direction and Administration sub-activity is responsible for the establishment of corporate goals, objectives, priorities and accountability measures; the provision of resource management services, special projects and co-ordination at headquarters and regions. Figure 2-32 displays the percentage of resources and full-time equivalents utilized by this sub-activity in relation to the total resources and full-time equivalents allocated to the Canadian Coast Guard Activity. These resources are allocated to the offices of the Associate Deputy Minister/Commissioner, Canadian Coast Guard and the Director General for each region, supported by various staff groups. For 1991-92 and 1992-93, reductions in spending in this sub-activity reflect the government's imposed deficit reduction program. For 1993-94, the increase in full-time equivalents results from the reallocation of resources for informatics and occupational health and safety responsibilities.

**Figure 2-32: Direction and Administration as a Percentage of Total Canadian Coast Guard Activity Gross Operating Expenditures and Full-time equivalents**



## Canarctic Shipping Company Limited

Figure 2-33 displays a 5-year trend for the financial resources that have been applied or consumed by this sub-activity.

**Figure 2-33: Net Expenditures**

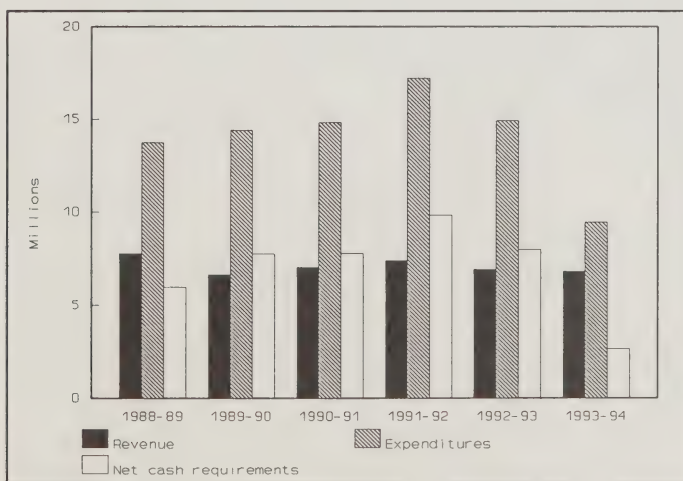
(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	-	-	-	-	-
Less: Revenues	-	-	-	-	-
	-	-	-	-	-
Capital	-	-	-	-	-
Grants and Contributions	-	-	-	-	-
Payments to Crown Corporations	2,657	8,000	9,837	7,763	7,740
	2,657	8,000	9,837	7,763	7,740

The Canarctic Shipping Company Limited, which is a joint-venture company (government share 51%, North Water Navigation Ltd. 49%) is responsible for providing superior arctic shipping services, tanker operations, marine systems and consulting services, and resource development support services to corporations, communities and government agencies operating in the polar region.

In accordance with the Shareholders' Agreement, the federal government is committed to covering the operating deficit and lease financing cost associated with the operation of the MV *Arctic*.

Figure 2-34 displays the operating results of the company and the amount of subsidization. Due to the company not being able to carry out a full Arctic trading schedule in recent years, earnings have fallen below expectations.

**Figure 2-34: Financial Results**



## Pilotage Services

Figure 2-35 displays a 5-year trend for the financial resources that have been applied or consumed by this sub-activity.

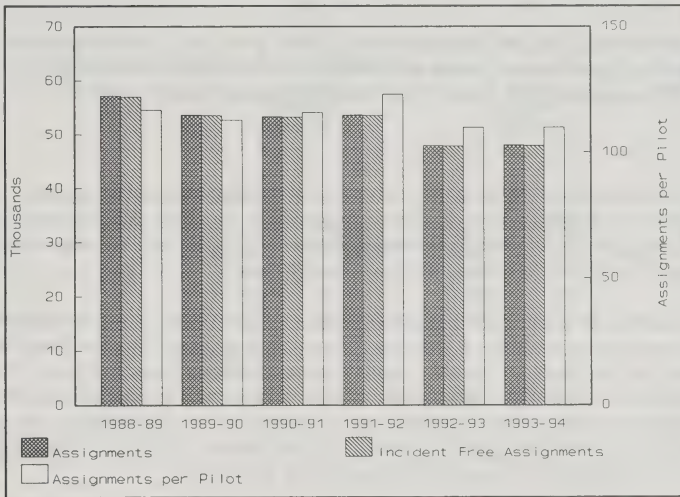
**Figure 2-35: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Payments to Pilotage Authorities					
Atlantic Pilotage	-	1,758	448	200	-
Laurentian Pilotage	3,000	5,524	5,026	2,131	1,673
Great Lakes Pilotage	-	1,598	850	1,444	-
Pacific Pilotage	-	-	-	-	-
	3,000	8,880	6,324	3,775	1,673

Four pilotage authorities operate in Canada: Atlantic Pilotage Authority, Laurentian Pilotage Authority, Great Lakes Pilotage Authority Ltd., and Pacific Pilotage Authority. All are Schedule III, Part I Crown corporations and are owned directly by the government, except for the Great Lakes Pilotage Authority Ltd. which is a wholly owned subsidiary of the St. Lawrence Seaway Authority. Each pilotage authority is responsible for establishing, operating, maintaining and administering, in the interest of safety, an efficient pilotage service within their respective region; and prescribing tariffs of pilotage charges that are fair and reasonable, and that provide revenue sufficient to permit each authority to be financially self-sustaining.

Pilots, whether employees or under contract, guide ships through confined waters in designated areas. In the case of the Great Lakes Pilotage Authority Ltd., they also guide ships through a system of locks. Figure 2-36 displays the actual number of pilotage assignments handled by the pilotage authorities and the total number of incident-free assignments. However as traffic volumes have declined somewhat and delays have been experienced in implementing the necessary tariff increases, financial support from the government has been necessary to keep the authorities operating.

**Figure 2-36: Pilotage Assignments**





## **C. Aviation**

### **Objective**

To ensure a safe National Civil Air Transportation System, to attend to the development and operation of the National Civil Air Navigation System for the efficient and safe movement of aircraft and to contribute to the safety and efficiency of Canadian aircraft operating in international and foreign airspace.

### **Description**

The Aviation Activity develops and operates the civilian air navigation system, regulates civil aviation activities, evaluates and promotes safety, and provides aircraft services to Transport Canada and other federal departments and agencies. Transport Canada Aviation administers the Aeronautics Act and other relevant legislation. To fulfil its responsibilities, the Activity is divided into five sub-activities.

**Air Navigation System:** this sub-activity ensures the availability and reliability of a safe and efficient national civil air navigation system. It provides three main functions. The Air Traffic Services function is to prevent collisions and to maintain the safe, orderly and expeditious flow of air traffic. The Technical Services function is to ensure the availability and reliability of radar surveillance and communication systems for air traffic control and flight service and radio navigational aids for aircraft navigation. The Aviation Services function plans and determines the requirements, policies, standards, procedures for the air navigation system and provides flight calibration and inspection services and aeronautical information.

**Aviation Regulation:** this sub-activity establishes and administers the regulations and standards necessary for the safe conduct of Canadian civil aviation.

**Aviation Safety Analysis and Promotion:** this sub-activity provides safety advice to aviation managers, operators and other personnel. It evaluates all sectors of the civil aviation community for actual and potential hazards, helps assess risk, and develops safety education programs to promote safe aviation.

**Aircraft Services:** this sub-activity provides and maintains aircraft to support Transport Canada's program operations as well as those of other federal government departments and agencies. This includes providing the appropriate professional training to the civil aviation inspectors and Transport Canada's aircraft maintenance personnel.

**Direction and Administration:** this sub-activity provides the overall management and direction of the Aviation Activity including specification of policies and priorities, and provision of resource management services.



## Resource Summaries

The Aviation Activity accounts for approximately 13.6% of the Department's total 1993-94 net expenditures and 38.7% of the total human resources.

**Figure 2-37: Net Activity Resource Requirements**

(thousands of dollars)	Estimates 1993-94		Forecast 1992-93		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Air Navigation System	117,912	5,843	120,665	5,780	(2,753)	63
Aviation Regulation	87,582	996	72,101	930	15,481	66
Aviation Safety Analysis and Promotion	6,187	74	6,270	73	(83)	1
Aircraft Services	55,907	434	53,976	434	1,931	-
Direction and Administration	17,921	163	18,105	163	(184)	-
	<b>285,509</b>	<b>7,510</b>	<b>271,117</b>	<b>7,380</b>	<b>14,392</b>	<b>130</b>
CRF Revenues	-		1,201		(1,201)	

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

**Explanation of Change:** The financial requirements for 1993-94 are \$14.4 million or 5.3% more than the 1992-93 forecast. The increase is a result of the following factors:

### Budgetary

\$ Millions

#### Operating:

- decrease due primarily to the new pension legislation. (14.3)

#### Capital:

- increase due to the Strategic Capital Investment Initiative for the Microwave Landing System Project announced in the December 1992 Economic Statement (\$25.0 million), additional resources approved for the Canadian Airspace Management Simulator (\$15.0 million) offset by decreases related to the transfer of resources between activities in response to changes in departmental priorities (\$13.6 million). 26.4

#### Grants and Contributions:

- decrease due to reductions relating to the December 1992 Economic Statement (\$0.1 million) and the completion of the contribution to La Société de Développement de la Baie James (\$0.6 million). (0.7)

#### Revenues, Recoveries and Air Transportation Tax:

- decrease due primarily to reductions in the Air Transportation Tax. 3.0

## Full-time equivalents

- increase due primarily to the Dryden Commission recommendations and the repatriation of the Aviation Weather Briefing Services (AWBS) from Environment Canada.

130 FTE

**Explanation of 1992-93 Forecast:** The 1992-93 forecast is \$19.6 million or 6.7% lower than the 1992-93 Main Estimates of \$290.6 million. The difference is explained by the following factors:

## Budgetary

\$ Millions

### Operating:

- increase due primarily to the implementation of the Dryden Commission recommendations and the restructuring of the air traffic controller classification standard.

15.6

### Capital:

- decrease primarily due to slippage in Major Capital Projects (Radar Modernization Project (RAMP) and the Canadian Automated Air Traffic Control System (CAATS)).

(43.2)

### Revenues, Recoveries and Air Transportation Tax:

- decrease due to a slower economic recovery than expected.

8.0

## Full-time equivalents

- increase due to the implementation of the Dryden Commission recommendations, the transfer of knowledgeable client responsibility from Airports as well as the facilities management responsibility offset by a decrease due to internal staffing delays.

21 FTE

**Figure 2-38: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures				Revenues Recoveries and Air Transportation Tax	Net Resource Requirements
	Operating	Capital	Grants and Contribu- tions	Total		
<b>Budgetary</b>						
Air Navigation System	480,445	218,338	-	698,783	580,871	117,912
Aviation Regulation	82,402	6,267	128	88,797	1,215	87,582
Aviation Safety Analysis and Promotion	5,937	250	-	6,187	-	6,187
Aircraft Services	44,524	26,800	-	71,324	15,417	55,907
Direction and Administration	16,778	670	473	17,921	-	17,921
	630,086	252,325	601	883,012	597,503	285,509

## Past Financial Performance

**Figure 2-39: 1991-92 Financial Performance**

(thousands of dollars)	1991-92					
	Actuals		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Air Navigation System	220,126	5,510	225,362	5,552	(5,236)	(42)
Aviation Regulation	67,075	884	70,197	942	(3,122)	(58)
Aviation Safety Analysis and Promotion	6,307	61	4,534	49	1,773	12
Aircraft Services	65,713	406	82,045	438	(16,332)	(32)
Direction and Administration	17,355	167	8,967	76	8,388	91
	376,576	7,028	391,105	7,057	(14,529)	(29)
CRF Revenues	902		4,405		(3,503)	

**Explanation of Change:** Actual financial requirements were \$14.5 million or 3.7% less than projected in 1991-92 Main Estimates. The major causes for the reduced requirement are as follows:

### Budgetary

#### Operating:

\$ Millions

- increased requirements for salaries and overtime for general workload increases related primarily to demands in air traffic services and the air traffic controller staffing plan. 20.4

#### Capital:

- decrease primarily due to transfer of resources between activities in response to changes in departmental priorities. (77.1)

#### Grants and Contributions:

- decrease due primarily to fluctuations in levels of total payments related to the Icelandic and Danish Joint Financing Agreement. (0.2)

#### Revenues, Recoveries and Air Transportation Tax:

- decrease mainly in Air Transportation Tax as a result of a slower economic recovery than expected. 42.4

### Full-time equivalents

- decrease due primarily to delays in staffing. (29 FTE)

## Performance Information and Resource Justification

### Activity Results/Resource Linkages

The following program outcomes consume most of the Aviation Activity's human and financial resources. Criteria to assess the extent of achievement are shown under the sub-activity headings below. Outcomes which are expected from the use of the Aviation Activity resources include:

- controlled air space and aircraft movements;
- timely, accurate dissemination of operational and safety information;
- reliable navigational aids;
- properly qualified/certified aviation personnel, aircraft, other aeronautical products, commercial air carriers, maintenance and other aviation companies;
- enforcement action where non-compliance with regulations and legislation is found;
- the identification of system safety deficiencies and the development of effective safety education; and,
- a cost-effective civil flight operations capability to meet government aviation objectives.

Major variables that influence either the resources allocated to the Activity, outcomes expected, or both include:

- rates of advancement in technological developments, world-wide, in avionics, electronics and systems;
- air traffic volume and revenues as functions of economic activity; and,
- availability of quality resources and the training system capacity (number of inspectors and number of air traffic controllers).



## Air Navigation System

Figure 2-40 displays a 5-year trend for the human and financial resources that will be or have been consumed by this sub-activity.

**Figure 2-40: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	480,445	503,922	477,462	461,770	444,111
Less:					
Revenues	37,231	35,314	32,436	30,379	31,337
Recoveries	451	434	576	440	706
Total Revenues	37,682	35,748	33,012	30,819	32,043
	442,763	468,174	444,450	430,951	412,068
Capital	218,338	198,915	202,992	224,264	235,214
Grants and Contributions	-	600	500	1,900	-
Net requirement before ATT	661,101	667,689	647,942	657,115	647,282
ATT	543,189	547,024	427,816	446,650	355,660
Net requirement after ATT	117,912	120,665	220,126	210,465	291,622
Full-time equivalents	5,843	5,780	5,510	5,498	5,595

Beginning in 1992-93 a methodology was adopted so that the full amount of ATT received by the Department is allocated to Air Navigation System. Previous to this, the Air Navigation System sub-activity was allocated the residual of ATT after an allocation of ATT had been made to Airports to bring its net requirements to zero. For comparison purposes, ATT has been removed from revenues and shown after net requirements.

The Air Navigation System sub-activity develops and operates the civilian air navigation system. It provides reliable navigational aids and controls, air space and aircraft movements.

Significant capital resources have been provided to improve the air navigation capital infrastructure resulting from technological advances. The major undertakings include: the Radar Modernization Project (RAMP) (p. 3-23), the Canadian Automated Air Traffic System (CAATS) (p. 3-24) and the Microwave Landing System (MLS) (p. 3-25).

The implementation of the capital projects will enable improvement to the efficiency of the overall operation of the air navigation system. In addition, it will allow the Department to meet future growth-related demands for air traffic services and to provide significant benefits to users by improving flight data-processing capabilities and by providing a highly accurate positioning system for approaches and landings.

Figures 2-41 and 2-42 demonstrate the number of direct hours of service provided to users at the various flight service stations and air traffic control sites across the country. It also illustrates the total amount of equipment currently in place as well as the total number of hours in which the equipment is available. The increase in the direct hours of service to users for flight information and advisory services can be attributed to the repatriation of the Aviation Weather Briefing Service (AWBS) from Environment Canada.



**Figure 2-41: Performance Information**

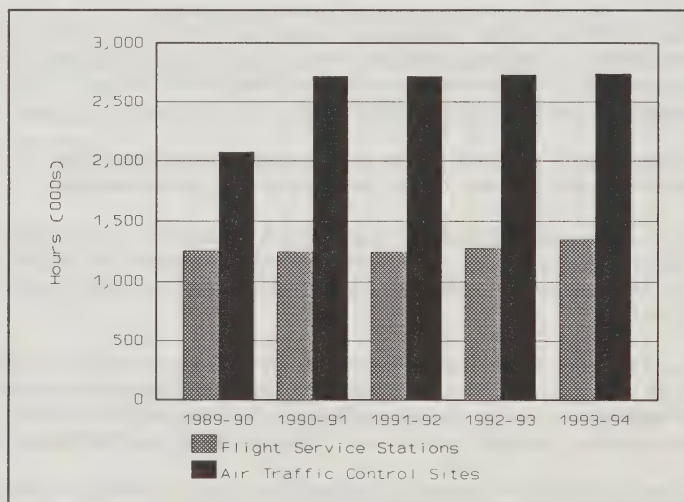
	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
<b>Air Traffic Control Services</b>					
Air Traffic Control Sites	***65	71	71	72	75
Direct Hours of Service to Users	2,736,645	2,731,545	2,719,645	2,719,645	2,073,471
<b>Flight Information and Advisory Services</b>					
No. of Flight Service Stations	105	105	105	107	108
Direct Hours of Service to Users	1,352,300	1,276,000	1,248,300	1,248,300	1,254,600
<b>Technical Services</b>					
Radar Surveillance Equipment	**2,200	*2,320	*2,325	2,029	2,026
Navigation Aids	2,020	2,010	2,000	1,981	1,970
Communication Equipment	13,100	13,100	13,000	12,913	12,314
Others	5,500	5,500	5,475	5,373	5,298
Total Equipment	22,820	22,930	22,800	22,296	21,608
Equipment Availability in hours (000's)	199,903	200,867	199,449	195,040	188,713

\* RAMP and existing radar both being maintained.

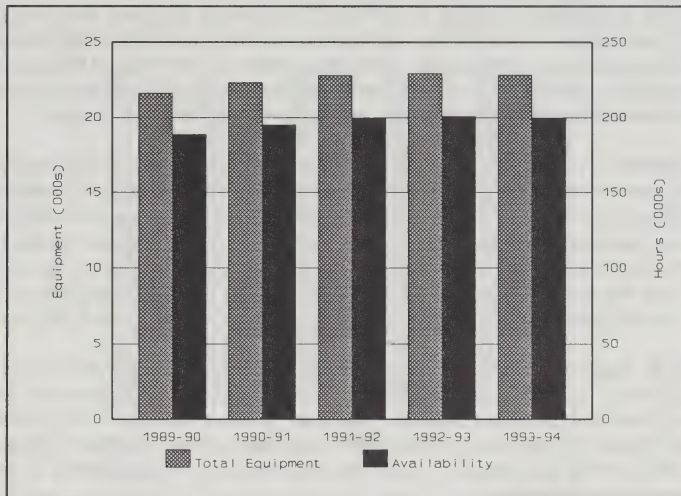
\*\* Old radars being phased out.

\*\*\* Dependant on the proposed relocation schedule of six terminal control units to the parent Area Control Centres.

**Figure 2-42: Hours of Service Provided**



**Figure 2-43: Equipment Reliability**



## Aviation Regulation

Figure 2-44 displays a 5-year trend for the human and financial resources that will be or have been consumed by this sub-activity.

**Figure 2-44: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	82,402	70,574	65,893	67,116	64,664
Less: Revenues	1,215	1,261	1,036	1,070	1,079
	81,187	69,313	64,857	66,046	63,585
Capital	6,267	2,651	2,056	2,635	3,267
Grants and Contributions	128	137	162	119	117
	87,582	72,101	67,075	68,800	66,969
Full-time equivalents	996	930	884	921	905

The Aviation Regulation sub-activity is responsible for establishing and administering the regulations and standards necessary for the safe conduct of Canadian civil aviation. This sub-activity certifies and monitors through various means including audits and inspections, aviation personnel, aircraft and aeronautical products, aircraft airworthiness, the operations of commercial air services and all other commercial aviation organizations.

The Aviation Regulation sub-activity priorities are: renew the aviation safety regulations through international harmonization and elimination of unnecessary regulations; improve service to the aviation community through innovation, automation and the elimination of administrative irritants; implement a structured and visible national consultative process for aviation rule making; enhance aviation safety by concentrating efforts on high risk activities through the application of risk management techniques; and improve the effectiveness of the Aviation Regulation program by responding to the findings of the Dryden Commission. Other priorities are: develop a positive and innovative work environment for its employees; renew the commitment to employee growth and effectiveness through training and professional development.

These priorities are being realized by various initiatives such as the Dryden Commission Implementation, and the Harmonization and Regulatory Renewal Projects. The new/enhanced information systems (National Aeronautical Product Approval (NAPA) and National Aviation Company Information System (NACIS)) will provide inspector/engineer personnel with the required operational data for the efficient conduct of audit, surveillance, certification and approval duties. The Aviation Regulation levels of service study team which includes representation from the aviation industry has been mandated to examine how Aviation Regulation carries out its business to identify level of service concerns and to make recommendations on how to address them.

Figure 2-45 illustrates the total number of carriers certified for commercial operations in Canada and abroad, the total number of aircraft on the Canadian register as well as the number of personnel licences and permits in force. Also included are indicators relating to the workload within the regulatory function such as authorizations processed, the number of inspections conducted and the number of enforcement actions carried out. Enforcement actions are related to case reports which are investigations of reported incidents and violations and administrative actions.

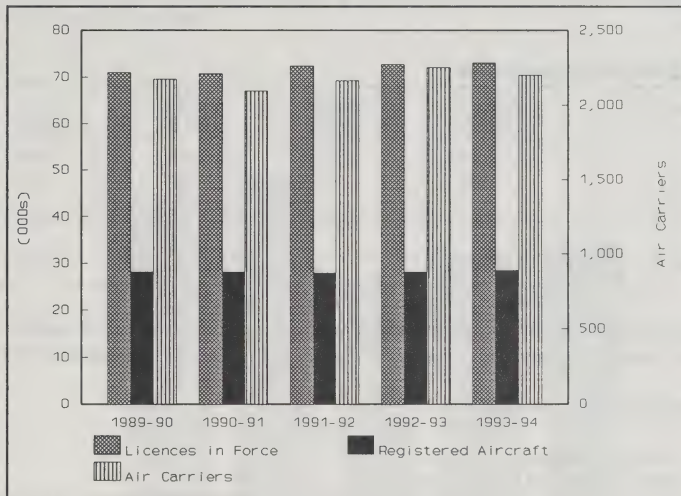
General workload increases (Figure 2-45) are related primarily to the implementation of the Dryden Commission recommendations.

**Figure 2-45: Summary of Performance Statistics**

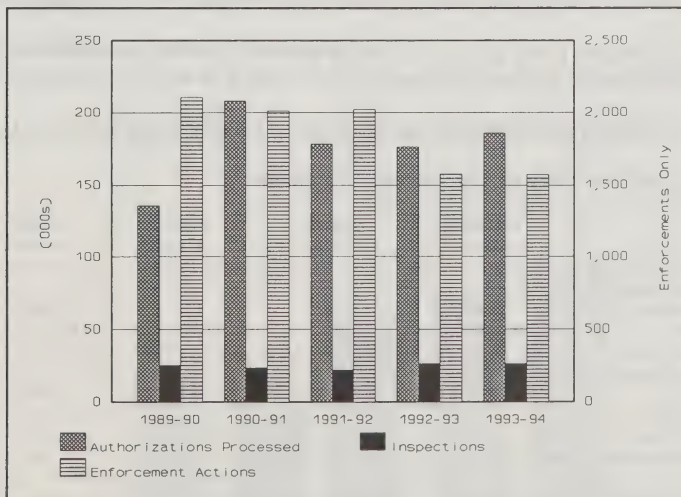
	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
No. of Personnel Licences and Permits in Force	73,002	72,711	72,421	*70,705	70,932
No. of Air Carriers (Domestic and Foreign)	2,200	2,250	2,162	2,095	2,173
No. of Registered Aircraft	28,447	28,221	27,997	28,135	28,119
No. of Regulatory Authorizations Processed					
- Licensing Transactions	177,014	167,681	167,998	197,432	125,313
- Aeronautical Product Approvals	1,944	2,003	1,560	1,856	2,451
- Organization Approvals	6,676	6,514	8,605	8,749	8,055
Total	185,634	176,198	178,163	208,037	135,819
No. of Inspections Conducted					
- Personnel	18,520	18,799	16,651	18,012	19,190
- Aircraft	3,020	2,940	2,169	2,292	2,611
- Organizations	4,983	4,697	3,573	3,140	3,466
Total	26,523	26,436	22,393	23,444	25,267
No. of Enforcement Actions	1,571	1,575	2,018	2,010	2,104

\* In the 1992-93 Expenditure Plan, a total of 66,963 was incorrectly reported.

**Figure 2-46: Aviation Regulation Client Base**



**Figure 2-47: Aviation Regulation Workload**





## Aviation Safety Analysis and Promotion

Figure 2-48 displays a 5-year trend for human and financial resources that will be or have been consumed by this sub-activity.

**Figure 2-48: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Operating	5,937	6,125	5,946	4,211	4,396
Capital	250	145	361	321	338
	6,187	6,270	6,307	4,532	4,734
Full-time equivalents	74	73	61	49	49

The Aviation Safety Analysis and Promotion sub-activity actively seeks out hazards, analyzes safety data, researches safety issues and encourages aviation personnel to use safe operating practices.

The expected outcomes are:

- the identification of hazards;
- the detection of safety trends; and,
- the development of safety education programs to reduce the risk posed by residual hazards.

Vigorous safety promotion to encourage the use of standards and procedures which exceed those required by regulation has contributed much to Canada's aviation safety record. The resources allocated to this sub-activity permit safety officers to produce and disseminate aviation safety newsletters to all Canadian pilots and maintenance crews, and distribute posters and other material to flight schools, aviation associations and aviation activity centres, and conduct courses, seminars and briefings for the aviation community.

An annual Aviation safety seminar gathers all segments of the community to exchange ideas, and the sub-activity provides safety briefings to industry within the limits of resource availability.

Figure 2-49 shows the number of briefings given and the total audience reached over a five-year period.

**Figure 2-49: Summary of Key Workload Variables**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
No. of Safety Presentations and Briefings Conducted	608	634	517	516	487
Audience Reached	13,950	13,300	12,394	17,281	16,303
% Safety Briefings Conducted vs Requested	77%	70%	62%	45%	44%
No. of Safety Recommendations, Advisories and Deficiencies Received	150	150	122	316	310
Transportation Safety Board (TSB) (formerly Canadian Aviation Safety Board) Recommendations	25	25	20	15	10



Figure 2-50 identifies the total audience reached. Fluctuations occur because safety briefings are entirely dependant on outside demand.

**Figure 2-50: Audience Reached**

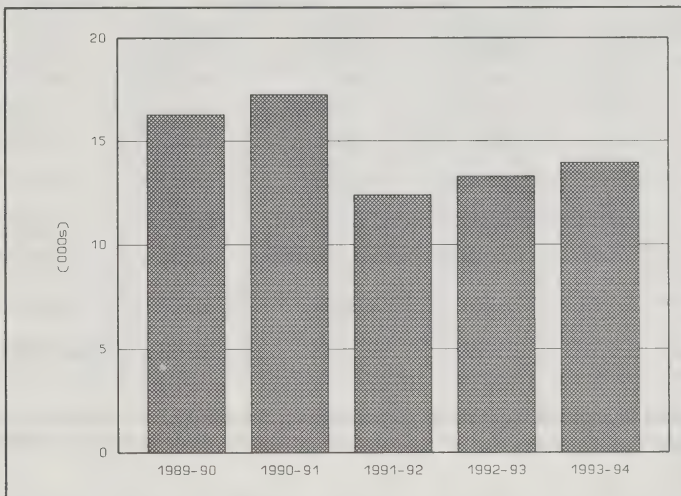
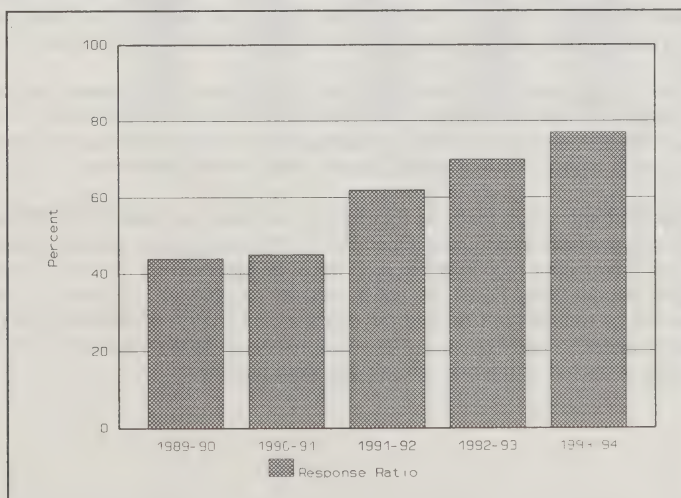


Figure 2-51 identifies the number of briefings conducted versus requested. It indicates an increasing awareness of the need to provide safety related information.

**Figure 2-51: Briefings - Conducted/Requested**



## Aircraft Services

Figure 2-52 displays a 5-year trend for the human and financial resources that will be or have been consumed by this sub-activity.

**Figure 2-52: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	44,524	46,875	44,203	49,610	48,620
Less:					
Revenues	24	-	-	36	7
Recoveries	15,393	16,483	14,396	15,743	15,356
Total Revenues	15,417	16,483	14,396	15,779	15,363
	29,107	30,392	29,807	33,831	33,257
Capital	26,800	23,584	35,906	5,528	3,345
	55,907	53,976	65,713	39,359	36,602
Full-time equivalents	434	434	406	435	433

The Aircraft Services sub-activity is responsible for the provision of aircraft and services in support of Transport Canada operations as well as selected programs of other federal government departments and agencies.

Capital and operating resources have been provided over the past couple of years to develop and improve our flight training program. The major components include: the construction of a new Flight Technology (Training) Centre; the upgrade of the King Air simulator; and the purchase of nine Turbojet Citation II aircraft. The purchase of a Phase II turbojet full flight simulator (scheduled for delivery in the summer of 1993) will result in further improvements and efficiencies within the flight training program itself, as well as the overall operation of the aircraft fleet.

In addition to making considerable advancement in identifying and initiating corrective action for environmental deficiencies throughout Aircraft Services operations over this past year, a new aircraft pollution patrol service has been implemented in support of the East and West coast Canadian Coast Guard operations.

Priority for the upcoming year will be placed on effectively integrating the turbojet program while minimizing the impact on simulator training and aircraft operational requirements. Priority will also be on improving our facilities at Winnipeg and Ottawa, constructing a new facility at Hamilton and ensuring that all sites from which we operate respect the environmental objectives of the government.

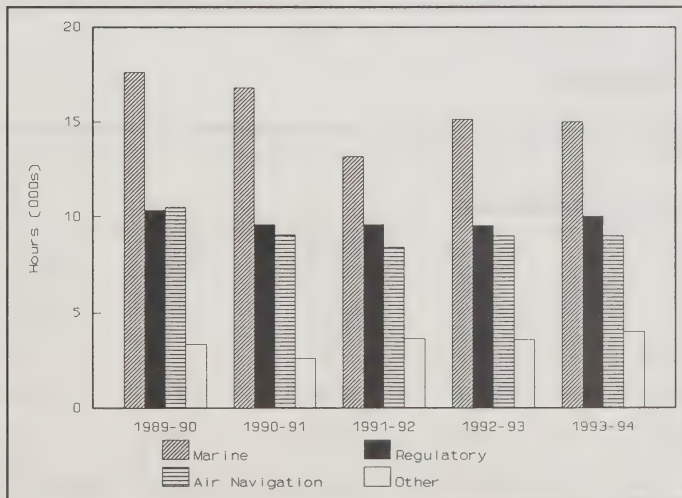
In the 1992-93 Expenditure Plan, the total flying hours were projected at 43,000 hours. This was based on the fleet of aircraft available at that time (Operational, Flight Inspection, Canadian Coast Guard (CCG)) and the expectation that incremental resources required would be forthcoming. However, as a result of expenditure restraint measures, aircraft flying hours did not materialize as planned. It should be noted as well that the Aircraft Fleet size will be reduced in 1993-94 from that showing in 1992-93 following the Operational Fleet Plan Task Force recommendation that Transport Canada consolidate its aircraft fleet. As a result, the disposal of aircraft was actually in excess of the new aircraft that were purchased.

Figure 2-53 provides a breakdown of the number of aircraft in the fleet and the amount of time, on a percentage basis, that the aircraft is available for use. The table also depicts the total number of flying hours provided to users.

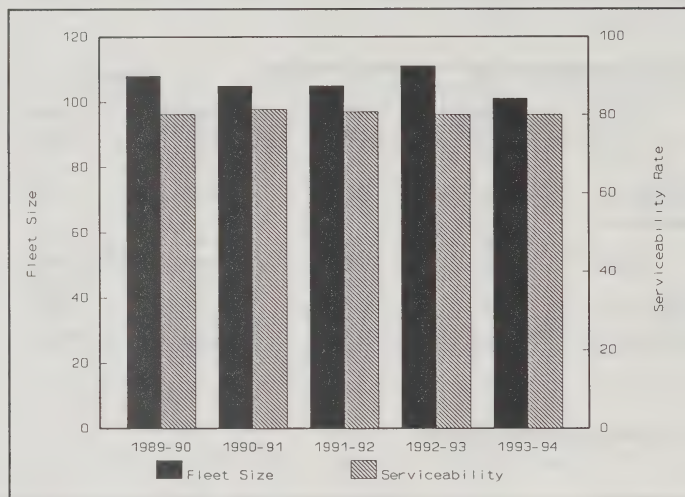
**Figure 2-53: Summary of Key Workload Variables**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Aircraft Fleet Size	101	111	105	105	108
Aircraft Serviceability Rate	80.0%	80.0%	80.9%	81.5%	80.2%
Flying Hours Provided					
Marine	15,000	15,134	13,156	16,780	17,608
Regulatory	10,000	9,533	9,578	9,585	10,331
Air Navigation	9,000	8,992	8,396	9,045	10,497
Other (including TSB)	4,000	3,575	3,621	2,599	3,336
Flying Hours Provided - Total	38,000	37,234	34,751	38,009	41,722

**Figure 2-54: Flying Hours Provided**



**Figure 2-55: Fleet Operations**



### Direction and Administration

Figure 2-56 displays a 5-year trend for the human and financial resources that will be or have been consumed by this sub-activity.

**Figure 2-56: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92*	Actual 1990-91	Actual 1989-90
Operating	16,778	16,910	16,064	7,886	7,853
Capital	670	670	1,110	151	182
Grants and Contributions	473	525	181	372	624
	17,921	18,105	17,355	8,409	8,659
Full-time equivalents	163	163	167	68	66

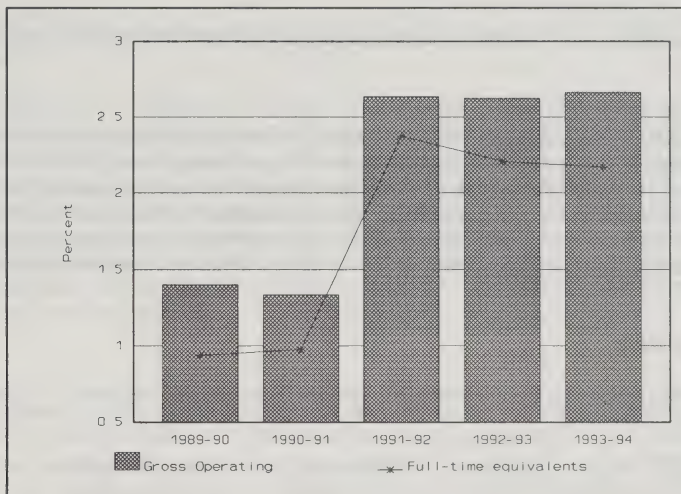
\* Resources effective 1991-92 reflect the Aviation reorganization to have a centralized management focus in each region in order to improve services to clients.

The expenditure in grants and contributions is primarily related to the Icelandic and the Danish Joint Financing Agreement. Fluctuations in the levels of the total payments each year result from Canada's commitment to the agreement, under which the charging mechanism is based on the air traffic in the North Atlantic.

The relationship of Direction and Administration operating expenditures and human resources to total Aviation operations is displayed in Figure 2-57.



**Figure 2-57: Direction and Administration as a Percentage of Total Aviation Gross Operating Expenditures and Full-time Equivalents**





## D. Airports

### Objective

To ensure the availability and reliability of a safe, secure and efficient national civil airports network in Canada.

### Description

The Airports Activity is responsible for the development, maintenance and operation of civil airport facilities and services in Canada, applying a commercially-oriented management approach to lead to system self-sufficiency. Airport operations involve provision of services to passengers and aircraft such as emergency response services, as well as, the maintenance and upkeep of airport facilities including terminals, parking facilities, runways, roads, mechanical and electrical equipment. Transport Canada, whether through ownership, operation, subsidy or a combination thereof, continues to be involved with 8 major international airports and 97 national, regional and local airports.

### Business Philosophy

In 1987, the policy regarding the management framework for airports endowed Transport Canada with two parallel, yet distinct thrusts:

- 1) discussions regarding the transfer of airport operation or ownership by others, where there is reciprocal interest; and,
- 2) a new approach toward managing airports retained by Transport Canada that emphasizes their commercial orientation, potential contribution to economic development and responsiveness to local interests and concerns.

While, the objective remains the same, the instrument for achieving the objective is shifting from Transport Canada to other interested parties. Private sector financing and transfers to local airport authorities are two additional vehicles employed by Transport Canada to meet its policy objective.

### Resource Summaries

The Airports Activity accounts for approximately 3.4% of the Department's total 1993-94 net expenditures, and 14.7% of the total human resources.

**Figure 2-58: Net Activity Resource Requirements**

(thousands of dollars)	Estimates 1993-94		Forecast** 1992-93		Change	
	\$	FTE	\$	FTE	\$	FTE
Airports	70,903	2,850	73,450	3,136	(2,547)	(286)
CRF Revenues	400		400		0	

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

\*\* The 1992-93 Forecast includes first quarter financial data for Montréal, Calgary, Edmonton and Vancouver airports, which have since been transferred to local airport authorities.

**Explanation of Change:** The financial requirements for 1993-94 are \$2.6 million or 3.5% less than the 1992-93 forecast. The change is explained by the following factors:

**Budgetary**

**Operating:** \$ Millions

- decrease as a result of the transfer of four airports to local airport authorities (\$38.2 million), the non-allocation to the Department of savings resulting from the transfer of airports (\$27.1 million), revenue shortfalls to be absorbed in operating in 1993-94 rather than in capital as in 1992-93 (\$45.8 million), the December 1992 Economic Statement reductions (\$2.2 million), and the impact of the new pension legislation (\$3.3 million) offset by increases relating to salary inflation (\$1.7 million) and to the reallocation to Airports of past reductions which had been made to assist the Department with revenue shortfalls (\$6.5 million). (108.4)

**Capital:**

- increase relating to the Strategic Capital Investment Initiatives for Northern Airports announced in the December 1992 Economic Statement (\$5.0 million), the transfer of resources between activities in response to changes in departmental priorities (\$16.4 million), offset by a decrease due to the transfer of four airports to local airport authorities (\$16.5 million). 4.9

**Grants and Contributions:**

- increase as a result of bringing the Local/Local Commercial program up to its original level (\$3.5 million), cash flow changes to the Nouveau-Québec program (\$7.1 million), the Labrador program (\$0.4 million) and the contribution for the operation of municipal airports (\$0.4 million) offset by the December 1992 Economic Statement reductions (\$4.4 million). 7.0

**Revenues and Recoveries:**

- decrease due to the transfer of four airports to local airport authorities (\$139.3 million) offset by an increase due to the expectation that the economy will improve somewhat as compared to 1992-93 resulting in an increase in revenue (\$45.4 million). 93.9

**Full-time equivalents**

- decrease due to the transfer of four airports to local airport authorities. (286 FTE)

**Figure 2-59: 1992-93 Forecast**

(thousands of dollars)	1992-93			
	Forecast	Main Estimates	Adjustments	Change
Operating	308,600	374,579	(55,960)	(10,019)
Capital	119,000	151,973	(15,290)	(17,683)
Grants and Contributions	32,800	38,118	-	(5,318)
Total Expenditures	460,400	564,670	(71,250)	(33,020)
Revenues	384,000	517,910	(94,760)	(39,150)
Recoveries	2,950	3,300	-	(350)
Total Revenues	386,950	521,210	(94,760)	(39,500)
Total Resources Required (Provided)	73,450	43,460	23,510	6,480
Full-time equivalents	3,136	3,850	(714)	-

**Explanation of 1992-93 Forecast:** On July 1, 1992, (Vancouver, Calgary) and on August 1, 1992 (Montréal, Edmonton) four airports were transferred to local airport authorities. An adjustment column is therefore included to display the adjustment which would be required to 1992-93 Main Estimates in order to reflect this transfer. The 1992-93 forecast is \$6.5 million or 10% higher than the adjusted 1992-93 Main Estimates of \$67.0 million. The difference is explained by the following factors:

**Budgetary****\$ Millions****Operating:**

- decrease resulting from government restraint programs (\$10.3 million), offset by a miscellaneous increase (\$0.3 million). (10.0)

**Capital:**

- decrease resulting from government restraint programs (\$15.9 million) and a transfer to Aviation to cover Airports portion of a number of joint capital projects (\$1.8 million). (17.7)

**Grants and Contributions:**

- decrease due to cash flow changes in the Nouveau-Québec program (\$8.1 million) and in the Labrador program (\$0.4 million), a reduction to the contributions for the operation of municipal airports (\$1.0 million), offset by an increase to the Local/Local Commercial program as a result of the reinstatement of previous budget reductions (\$4.0 million) and the transfer of the Airports Transfer Feasibility Studies contribution from Departmental Administration (\$0.2 million). (5.3)

**Revenues and Recoveries:**

- decrease due to a shortfall relating to revenue targets (\$10.5 million), a drop in traffic (\$28.6 million) and a transfer of facilities management to Aviation (\$0.4 million). 39.5

**Figure 2-60: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures				Less: Revenues and Recoveries	Net Resource Requirements
	Operating	Capital	Grants and Contributions	Total		
Airports	200,184	123,906	39,810	363,900	(292,997)	70,903

## Past Financial Performance

**Figure 2-61: 1991-92 Financial Performance**

(thousands of dollars)	1991-92		
	Actual	Main Estimates	Change
	\$	\$	\$
Operating	366,208	378,564	(12,356)
Capital	142,927	172,156	(29,229)
Grants and Contributions	31,223	46,227	(15,004)
Total Expenditures	540,358	596,947	(56,589)
Revenues	479,064	506,997	(27,933)
Recoveries	3,202	3,460	(258)
ATT Allocation	58,092	86,490	(28,398)
Total Revenues	540,358	596,947	(56,589)
Total Resources Required (Provided)	-	-	-
Full-time equivalents	3,800	3,915	(115)
CRF Revenues	1,467	1,100	367

**Explanation of Change:** The previous methodology for allocating Air Transportation Tax (ATT) was to allocate sufficient ATT to this Activity to bring its net requirement to zero. Therefore, the adjusted ATT should be compared in order to make a valid comparison of the Activity's actual performance with that previously reported in Main Estimates. Viewed from this perspective, Airport's draw on the ATT was \$28.4 million less than reported in 1991-92 Main Estimates. The change is explained by the following factors:



**Operating:**

- decrease as a result of government restraint programs (\$19.5 million), the transfer to Aviation for knowledgeable client responsibility (\$1.7 million), the reallocation for information management (\$0.8 million), and a budget reduction relating to the Salary Adjustment Reserve Allowance (SARA) (\$3.7 million); offset by increases resulting from the takeover of the taxi-limousine service at Lester B. Pearson International Airport (\$4.7 million), a transfer from minor capital (\$4.5 million) and from surplus grants and contributions to cover additional costs due to inflation, utility and contract increases (\$1.4 million), extraordinary salary costs (\$1.1 million), the Environmental Assessment and Review Process (\$0.8 million) and miscellaneous adjustments involving mainly transfers of responsibilities within the Department (\$0.8 million). (12.4)

**Capital:**

- offset by a decrease due to government restraint programs (\$26.3 million) and a transfer to operating (\$4.5 million) offset by a surplus in grants and contributions transferred to capital (\$1.6 million). (29.2)

**Grants and Contributions:**

- decrease as a result of unallocated funds due to delays in approval (\$10.2 million), surpluses transferred to capital (\$1.6 million) and operating (\$1.4 million), respectively, and from project delays (\$1.8 million). (15.0)

**Revenues and Recoveries:**

- decrease due primarily to a drop in traffic reducing rental, concession, landing fees and general terminal fees (\$44.1 million), losses due to the Public Service Alliance of Canada (PSAC) strike (\$0.7 million) and a transfer of facilities management to Aviation (\$0.3 million), offset by billing delays for 1990-91 (\$12.2 million) and an increase from the takeover of the taxi limousine service at Lester B. Pearson International Airport (\$4.7 million). 28.2

**Full-time equivalents**

- decrease as a result of government restraint programs (56 FTE), the transfer of knowledgeable client responsibility (32 FTE) and the impact of the PSAC strike (30 FTE) offset by an increase for the Environmental Assessment and Review Process (3 FTE). (115 FTE)



## Performance Information and Resource Justification

### Activity Results/Resource Linkages

The major outcome expected from the application of Airports Activity resources is the availability of reliable airfield services and facilities on a cost recoverable basis.

Major variables that influence either the resources allocated to the Activity, the outcomes expected, or both include:

- air traffic volumes and revenues as functions of economic activity;
- land-use and environmental concerns; and,
- divestiture of airports to local authorities.

### Airports

Figure 2-62 displays a 5-year trend for the human and financial resources that have been applied or consumed by this Activity.

Beginning in 1992-93, a new methodology resulted in the allocation of the full amount of Air Transportation Tax (ATT) being received by the Department, to the Aviation Activity. Previous to this, sufficient ATT was allocated to the Airports Activity to bring its net requirements to zero. For comparison purposes, ATT has been removed from revenues and shown after net requirements.

**Figure 2-62: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	200,184	308,600	366,208	387,915	347,836
Less:					
Revenues	290,047	384,000	479,064	530,773	470,040
Recoveries	2,950	2,950	3,202	2,221	4,603
Total Revenues	292,997	386,950	482,266	532,994	474,643
Net Operating	(92,813)	(78,350)	(116,058)	(145,079)	(126,807)
Capital	123,906	119,000	142,927	152,453	217,231
Grants and Contributions	39,810	32,800	31,223	34,395	47,664
Net requirement before ATT	70,903	73,450	58,092	41,769	138,088
Less: ATT	-	-	58,092	41,769	138,088
Net requirement after ATT	70,903	73,450	-	-	-
Full-time equivalents	2,850	3,136	3,800	3,917	3,892

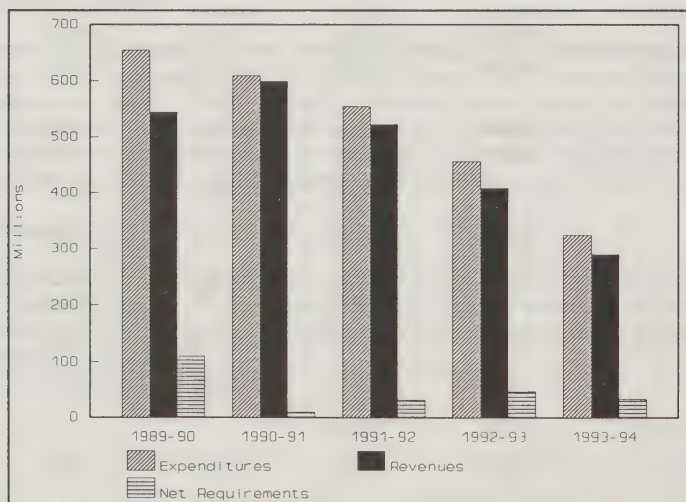
A working group is currently examining the future of the Airports Activity once the operation of a number of national and international airports are transferred to local authorities. The working group is looking at: future roles and activities for the Activity, its organisation and the resources required to fulfil the new mandate of the Activity, including expanded landlord responsibilities. The review is expected to be completed by Spring 1993 and will be phased over the upcoming years in step with airport transfers.

Commercial development activities are being adjusted so that the Activity is better equipped to take on its evolving role from operator at airports. In particular, appropriate mechanisms are being developed and tested to ensure that the lessor's contractual obligations in the management of transfer leases are met. Additionally, airport letting policies are being amended to reflect the commercial practices of the Federal Real Property Regime and retail redevelopment concepts will be cost-effectively introduced at regional and national airports.

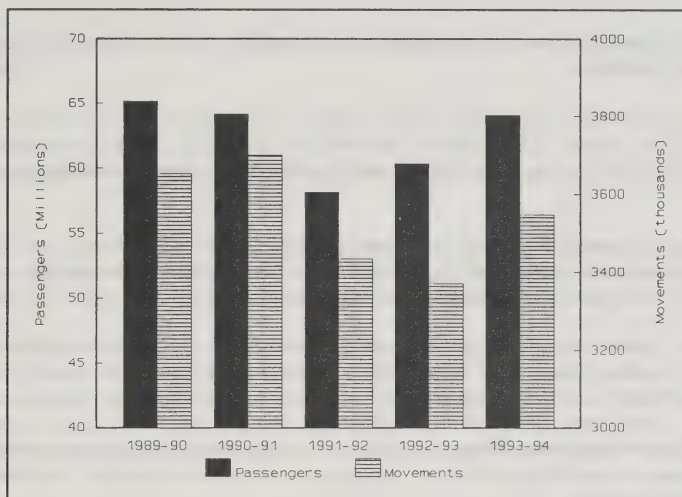
Figure 2-63 shows the Airports Activity's financial performance for five years. In order to provide a valid performance comparison, historical data have been inflated to 1993-94 dollars. As well, in order to conform to a business philosophy, recoveries from within the Department and from other government departments, as well as grants and contributions have been excluded from this figure. Figure 2-63 shows a decrease in expenditures of 44% since 1989-90 and a 38% decrease in non-tax revenues. Over the same period, Airports' net requirement has decreased by 69%.

Figure 2-64 shows the level of air traffic volumes by number of passengers and aircraft movements for five years. The recession as well as changes in the airline industry are such that although an increase in traffic is forecast for 1993-94, pre-recession traffic levels are not expected to be achieved. The loss in revenue resulting from these traffic volumes has placed significant additional pressures on Airports and the Department's cashflow.

**Figure 2-63: Financial Performance (1993-94 Constant Dollars)**



**Figure 2-64: Air Traffic Volumes**



Source: Policy and Coordination, Economic Analysis-Aviation Aggregate Demand Indicators-Top 77 Airports - Draft December 7, 1992.  
Data reflects traffic for Top 77 Airports in Canada including airports operated and/or owned by other entities.

## E. Surface

### Objective

To contribute to the enhancement of the safety of the Canadian public who use or are exposed to the surface transportation infrastructure.

### Description

The Surface activities encompass the development, implementation and monitoring of policies and programs concerning:

**Surface Emergency Planning and Operations:** through the development and maintenance of surface transportation emergency plans and procedures and their implementation during national emergencies; dissemination of initial reports of railway accidents and incidents.

**Railway Safety:** through the development and enforcement of the Railway Safety Act and Regulations, the monitoring of railway equipment, infrastructure, operating practices and railway protection systems and funding improvements to railway grade crossings.

**Transport of Dangerous Goods:** through the development and enforcement of the Transportation of Dangerous Goods Act and Regulations, and the conduct of support programs for chemical information and dangerous goods accidents.

**Road Safety and Motor Vehicle Regulation:** through the development and enforcement of vehicle standards, vehicle testing, and public education and, through the establishment and enforcement of exhaust and evaporative emission standards.

### Resource Summaries

The Surface Activity accounts for approximately 2.3% of the Department's net total 1993-94 expenditures and 2.1% of the total human resources.

Figure 2-65: Net Activity Resource Requirements

(thousands of dollars)	Estimates 1993-94		Forecast 1992-93		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Surface Emergency Planning and Operations	407	5	413	5	(6)	-
Railway Safety	19,472	131	17,577	129	1,895	2
Transport of Dangerous Goods	10,805	130	10,531	132	274	(2)
Road Safety and Motor Vehicle Regulation**	17,171	136	16,599	136	572	-
Direction and Administration	1,380	14	1,318	14	62	-
	49,235	416	46,438	416	2,797	-
CRF Revenues	-	-	-	-	-	-

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work.

\*\* Revenue from the Motor Vehicle Test Centre in Blainville which had previously been CRF is credited to the Surface Activity commencing in 1992-93.



**Explanation of Change:** The financial requirements for 1993-94 are \$2.8 million or 6.0% more than the 1992-93 forecast. The increase is a result of the following factors:

**Budgetary**

\$ Millions

**Operating:**

- increase due to a reallocation to Surface of past reductions which had been made to assist the Department with revenue shortfalls (\$1.5 million) offset by a decrease relating to new pension legislation (\$0.7 million). 0.8

**Capital:**

- increase due to a reallocation to Surface of past reductions which had been made to assist the Department with revenue shortfalls. 0.4

**Grants and Contributions:**

- increased requirements for the Crossing Improvements Program (\$2.8 million) offset by reductions relating to the December 1992 Economic Statement (\$1.0 million) and a decrease for grade separation and rail relocation projects (\$0.4 million). 1.4

**Revenues:**

- projected decrease in revenues for services at the Blainville Motor Vehicle Test Centre and for the Incentive Rebate Program. 0.2

**Explanation of 1992-93 Forecast:** The 1992-93 forecast is \$4.0 million or 7.9% lower than the 1992-93 Main Estimates of \$50.4 million. The difference is explained by the following major items:

**Budgetary**

\$ Millions

**Operating:**

- decreased requirements mainly as a result of the government restraint programs. (2.0)

**Capital:**

- decreased requirements mainly as a result of government restraint programs. (0.3)

**Grants and Contributions:**

- decreased requirements for grade separation and rail relocation projects (\$0.2 million) and for the contribution for the Crossing Improvements Program as a result of government restraint (\$1.3 million). (1.5)

**Revenues**

- increased revenues as a result of the Disposal Incentive Rebate Program on sale of test vehicles (\$0.1 million) and for services at the Blainville Motor Vehicle Test Centre (\$0.1 million). (0.2)



**Figure 2-66: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures				Less: Revenues	Net Resource Requirements
	Operating	Capital	Grants and Contributions	Total		
<b>Budgetary</b>						
Surface Emergency Planning and Operations	380	27	-	407	-	407
Railway Safety	10,120	217	9,135	19,472	-	19,472
Transport of Dangerous Goods	10,574	231	-	10,805	-	10,805
Road Safety and Motor Vehicle Regulation	15,503	1,900	78	17,481	310	17,171
Direction and Administration	1,336	44	-	1,380	-	1,380
	37,913	2,419	9,213	49,545	310	49,235

## Past Financial Performance

**Figure 2-67: 1991-92 Financial Performance**

(thousands of dollars)	1991-92					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Surface Emergency Planning and Operations	431	5	386	5	45	-
Railway Safety	20,931	125	24,524	132	(3,593)	(7)
Transport of Dangerous Goods	9,886	127	11,399	134	(1,513)	(7)
Road Safety and Motor Vehicle Regulation	18,066	137	19,173	140	(1,107)	(3)
Direction and Administration	1,182	12	1,239	12	(57)	-
	50,496	406	56,721	423	(6,225)	(17)
CRF Revenues	1,167		200		967	

**Explanation of Change:** Actual financial requirements were \$6.2 million or 11.0% less than projected in 1991-92 Main Estimates. The major causes for this decrease are as follows:

### Budgetary

\$ Millions

#### Operating:

- increased salary requirements as a result of extraordinary salary costs such as separation payments (\$0.6 million) offset by decreased requirements as a result of government restraint programs (\$3.0 million). (2.4)

#### Capital:

- decreased requirements as a result of government restraint programs. (1.4)

**Grants and Contributions:**\$Millions

- decreased requirement due to delays in the Crossing Improvement Program (\$1.5 million) and grade separation and rail relocation projects (\$0.9 million). (2.4)

**Full-time equivalents**

- decreased requirements resulting from delays in staffing. (17 FTE)

**Performance Information and Resource Justification****Activity Results/Resource Linkages**

The following program outcomes account for most of the human and financial resources dedicated to the Activity. Measures that assess the degree of achievement are found under the sub-activity headings below. Outcomes expected from the application of Surface Activity resources include:

- the availability of civil surface transportation in the event of national emergencies;
- enhanced railway safety by lowering the number of safety-related deficiencies of railway equipment and infrastructure; reduced accidents and deaths related to rail transportation particularly at rail level crossings;
- reduced number and severity of transportation accidents/occurrences involving dangerous goods;
- reduced motor vehicle deaths, injuries and property damage resulting from the use of motor vehicles; and,
- reduced fuel consumption and exhaust/evaporative emissions from new motor vehicles.

Major variables that influence either the resources allocated to the Activity, the outcomes expected, or both, include:

- rail and road traffic volumes;
- the tonnage of dangerous goods carried and the number of dangerous goods handling and storage sites; and,
- economic regulatory reform of the motor vehicle carrier and railway industries resulting in increased competition.

## Surface Emergency Planning and Operations

Figure 2-68 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-68: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	380	386	420	409	347
Capital	27	27	11	96	38
	407	413	431	505	385
Full-time equivalents	5	5	5	6	5

The Surface Emergency Planning and Operations sub-activity is responsible for the development of emergency plans, procedures, organizations and facilities that are essential to the national transportation system in order to respond effectively to peace-time national emergencies and the preparedness arrangements needed for international and war emergencies. The sub-activity is also responsible for the initial railway accident/incident reporting process and provides a focal point for all Surface Activity security issues.

Allocation of resources allows the initiating of emergency preparedness activities for the rail, highway/motor carrier, coastal ferry portions of the national transportation system. This includes departmental, inter-departmental, international, NATO and industry joint planning.

## Railway Safety

Figure 2-69 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-69: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Operating	10,120	9,790	9,453	10,646	9,217
Capital	217	37	15	214	116
Grants and Contributions	9,135	7,750	11,463	16,108	16,218
	19,472	17,577	20,931	26,968	25,551
Full-time equivalents	131	129	125	130	124

Transport Canada has administered the Railway Safety Act since its coming into force on January 1, 1989. The performance data shown in Figure 2-70 illustrates both planned and actual program results for the priority areas of equipment monitoring, railway operations, railway engineering and safety programs.

**Figure 2-70: Performance Data - Railway Safety**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
<b>Equipment Monitoring</b>					
Motive power units inspected	3,875	3,875	4,171	4,092	3,827
Freight cars inspected, including cars carrying dangerous goods	40,000	40,000	41,473	41,689	34,528
<b>Railway Operations</b>					
Operating inspections	2,185	2,161	2,106	2,054	1,425
Occupational safety and health inspections	3,075	2,725	2,655	2,947	1,828
<b>Railway Engineering</b>					
Detailed track inspections (miles)	10,000	10,000	9,387	9,346	9,700
Detailed crossing inspections	3,500	3,500	3,672	6,143	1,050
<b>Safety Programs</b>					
No. of accident investigation recommendations and advisory notices	300	270	200	200	100

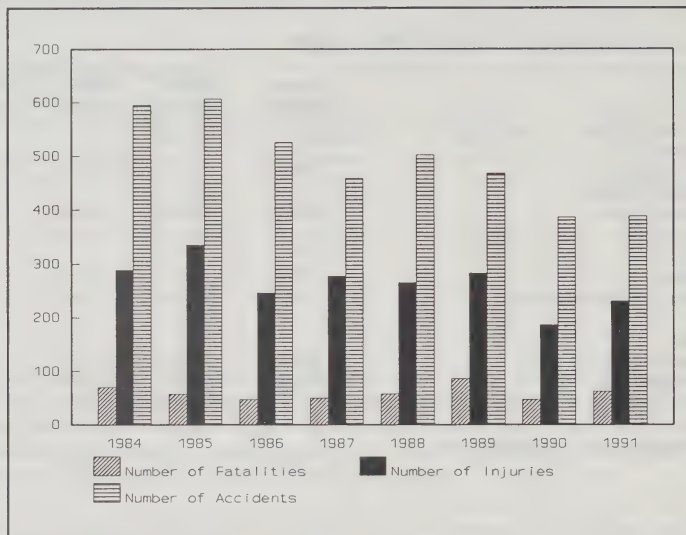
Approximately 85 Railway Safety Officers located in five regions monitor operations, equipment, tracks and crossings to ensure that the safety standards for track, signals, road crossings, bridges, tunnels, motive power and car equipment are met. Dangerous goods technical experts monitor railcars to make sure they are properly maintained in accordance with stringent safety standards.

In 1992-93, the Grade Crossing Improvement Contribution, which funds the installation of safety measures, such as automatic warning devices, at rail/road intersections was maintained at \$7.2 million in keeping with the expenditure priorities of the government. Improvement of safety conditions at railway/highway crossings continues to be a high priority. Figure 2-71 illustrates the progress in this area, to which Railway Safety initiatives have contributed.

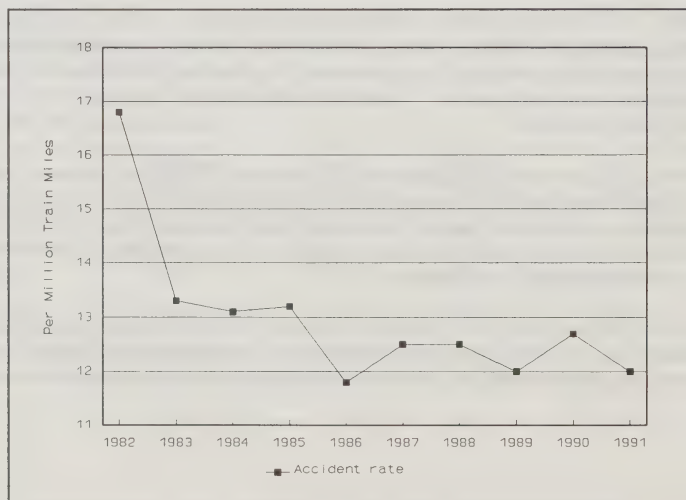
Also, in 1992-93, major effort was expended on ensuring the safety of highway crossings on high-speed rail corridors. Advancement has also been made on the determination of the environmental impact of railway engineering projects. In summary, Railway Safety activities have contributed to the overall stability in the accident record in the Canadian railway industry. Figure 2-72 demonstrates the trend of total train accidents in relation to the volume of railway movements.

The rate of train accidents is generally decreasing due to compliance by the railways with safety regulations, the work by Operation Lifesaver in increasing public awareness of safety programs and long-term results of the crossing improvement program. Historical data has been restated based on revised performance data.

**Figure 2-71: Number of Fatalities, Injuries and Accidents at Railway/Highway Crossings**



**Figure 2-72: Train Accidents per Million Train-Miles**





## Transport of Dangerous Goods

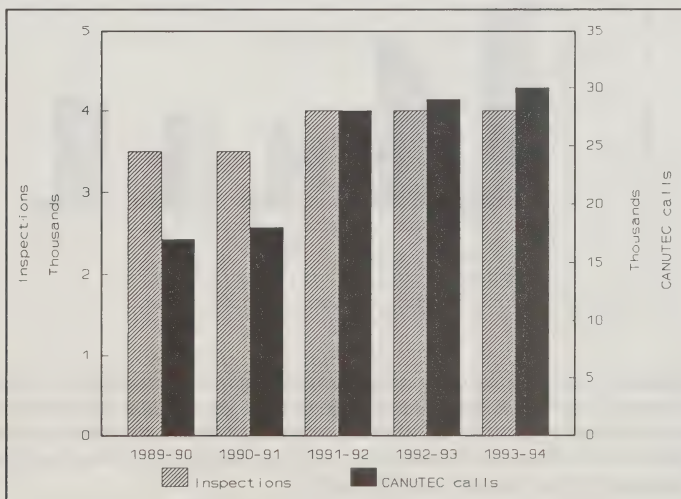
Figure 2-73 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-73: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Operating	10,574	10,496	9,818	10,777	9,210
Capital	231	35	68	282	438
Grants and Contributions	-	-	-	-	248
	10,805	10,531	9,886	11,059	9,896
Full-time equivalents	130	132	127	125	114

CANUTEC (the Canadian Transport Emergency Centre) provides a bilingual 24 hour-a-day chemical and regulatory information and communications service. The advisors are professional chemists experienced in interpreting scientific and technical information and providing advice in emergency situations involving dangerous goods during transportation. The number of requests received by CANUTEC continues to increase with 30,000 calls predicted for 1993-94. In 1993-94, approximately 4,000 compliance inspections will be conducted by federal Transport of Dangerous Goods (TDG) inspectors. Included in this number are 3,000 facility compliance inspections and 670 rail inspections. The remainder include consignment inspections, explosive vehicle inspections, hydrostatic test facility inspections and special permit site inspections.

**Figure 2-74: Dangerous Goods Compliance and Emergency Response Performance**



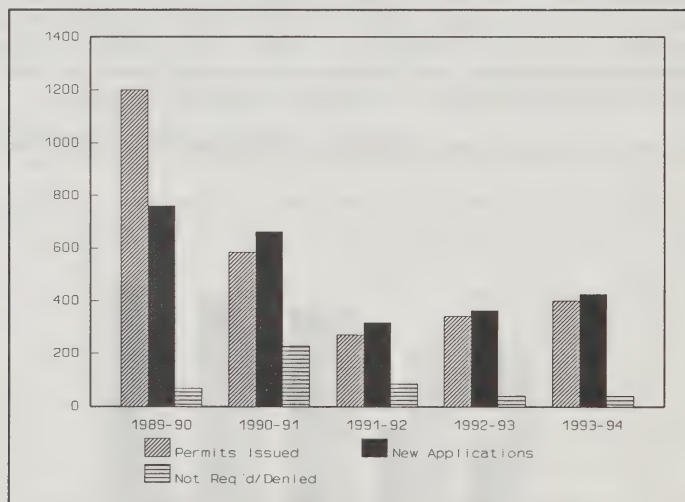
Approximately 75 Emergency Response Assistance Plans (ERAPs) are expected to be reviewed by the six Remedial Measures Specialists. Fifty ERAPs will be validated involving on-site review of the Plan's content affecting approximately 400 companies.

Auditing continues to be a very important facet within TDG. Audits are carried out in accordance with the audit standards established by the Canadian Standards Board and the Canadian General Standards Board. For 1993-94 an increase in audits is planned as a result of efforts to harmonize regulations with those of the United States. The following audits are planned: manufacturing facilities - 40; repair facilities - 30; inspection/test facilities - 50; and packaging field audits - 15.

Canada Gazette Part I is used to advise the public of the government's intention to regulate and invites comments on the government's proposals. Canada Gazette Part II is used to publish regulations that are approved by special committee of cabinet. Regulations cannot be enforced until they are published or after the government has directly notified those whom the regulations will affect. In 1993-94, as in the two previous years, approximately 400 pages will be published in Canada Gazette I and II relating to biomedical waste, empty drums, training, bulk containers and updating the list of shipping names.

Approximately 220 provincial dangerous goods inspectors will be trained by TDG headquarters staff. Seminars, awareness material and handouts will be developed and delivered for these training courses. Additional courses in enforcement and four specialized courses in packaging and rail transportation will be delivered.

**Figure 2-75: Dangerous Goods Equivalency Permits Performance**

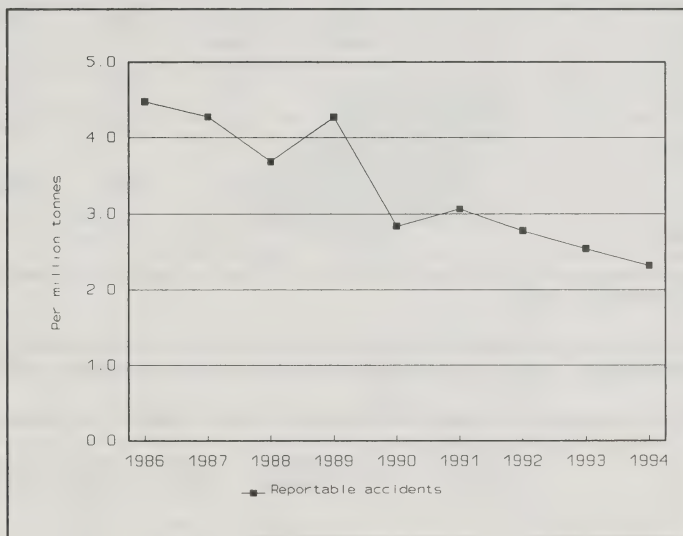


An equivalency permit is a statutory instrument which allows a permit holder to handle, offer for transport or transport dangerous goods in a manner that does not comply with the regulations but provides a level of safety that is equivalent to the regulations. Work activity in regards to equivalency permits involves a review of submissions which will result in one of the following: issuance, permit not required or denied. Historical data has been restated based on revised performance indicators.

The number of equivalency permit applications and the equivalency permits issued dropped significantly from the fiscal years of 1989-90 because of the promulgation of amendment Schedule 13. Amendment Schedule 13 contained revised regulations for the air transport of dangerous goods and consequently the large number of air equivalency permits requested and issued in 1989-90 and 1990-91 were no longer required.

Since the introduction of the Transportation of Dangerous Goods regulations and mandatory accident reporting requirements there has been a decrease in the rate of reportable dangerous goods accidents to estimates of dangerous goods moved. As attention continues to grow in attempts to improve the level of safety where consignments of dangerous goods are involved it is expected that this trend will remain consistent.

**Figure 2-76: Reportable Accidents per Million Tonnes**



## Road Safety and Motor Vehicle Regulation

Figure 2-77 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-77: Net Expenditure**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	15,503	15,105	16,271	16,184	14,788
Less: Revenues	310	435	-	-	-
	15,193	14,670	16,271	16,184	14,788
Capital	1,900	1,842	1,744	2,709	2,557
Grants and Contributions	78	87	51	61	63
	17,171	16,599	18,066	18,954	17,408
Full-time equivalents	136	136	137	138	132

\* Revenue from the Motor Vehicle Test Centre in Blainville, which had previously been CRF revenue is credited to the Surface Activity commencing in 1992-93.

This sub-activity is responsible for motor vehicle safety and emission regulation, research, compliance and accident investigation. Figure 2-78 displays workload information for this sub-activity.

**Figure 2-78: Performance Data - Road Safety and Motor Vehicle Regulation**

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Vehicle tests	150	150	169	141	93
Component tests	300	300	184	151	275
Child seat tests	80	80	69	55	35
Audit inspections	100	100	96	385	445
Defect investigations	1,200	1,200	961	926	1,251
Vehicles recalled	.8M	.8M	1.1M	.7M	.7M
Child seats recalled	40,000	40,000	75,329	<sup>(1)</sup> 496,464	154,115
New vehicle standards	10	13	9	15	8
Number of accidents investigated	800	<sup>(2)</sup> 354	1,026	1,060	1,200

1 The unusually large number of child seats recalled in 1990-91 was due to a retroactive recall of child seats from one company covering the period 1986 to 1990.

2 The number of accidents investigated in 1992-93 decreased due to the development of a new program of accident investigation.

The road system is the scene of approximately 85% of all transportation fatalities (Figure 2-79) of which vehicle occupants constitute the largest single component. Federal programs, as described above, have contributed to a marked decrease in traffic fatalities - in the decade ending 1991, a 27% decrease in fatalities per 10,000 vehicle registrations (Figure 2-80). However, there are still almost 4,000 persons killed annually, the greatest single cause of loss of life of persons under the age of 30.

Figure 2-79: Fatalities by Mode of Transport

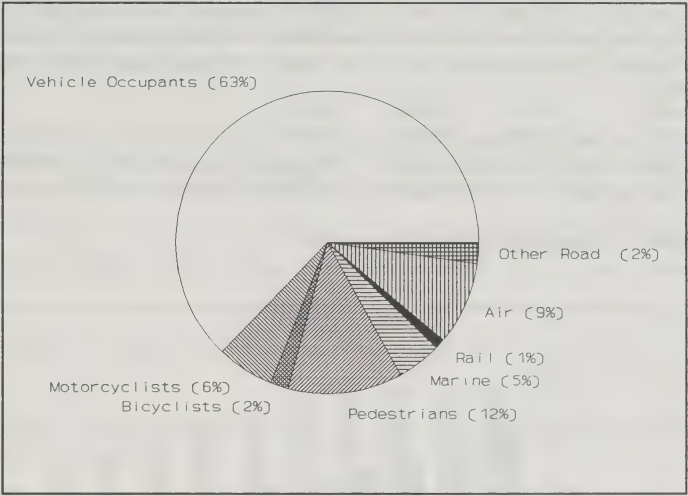
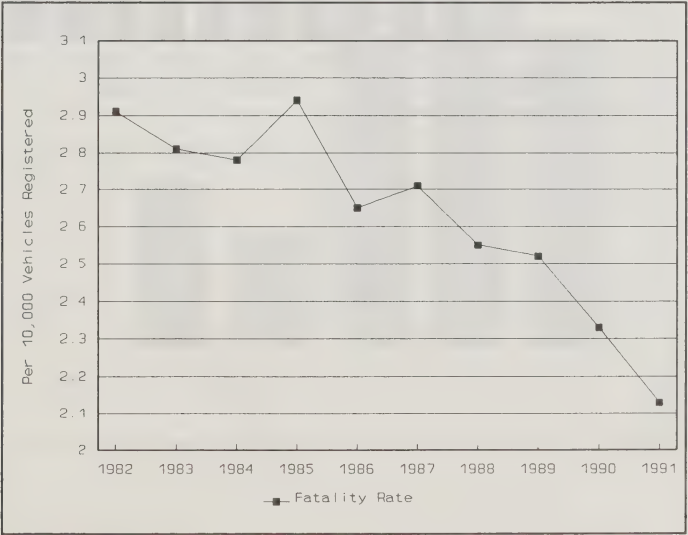


Figure 2-80: Fatality Rate per 10,000 Motor Vehicles Registered

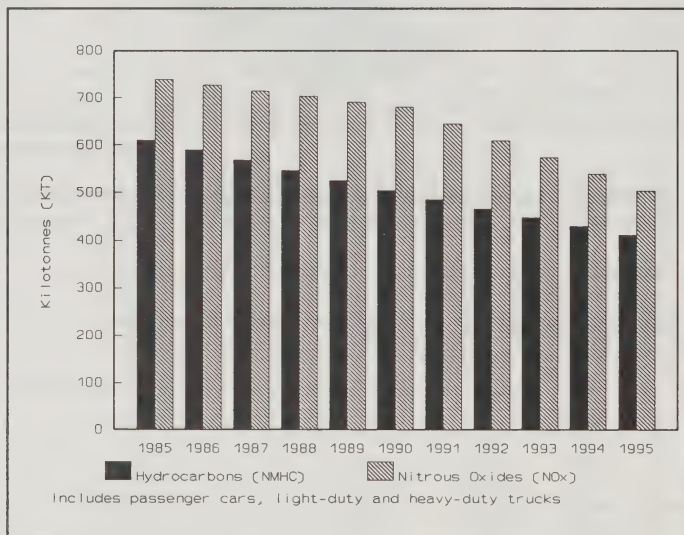




Motor vehicles comprise the largest single source (25-30%) of human-produced air pollution in Canada. Emission levels from this source will be reduced by 30-40% when the full effect of new emission standards for light-duty vehicles (1987) and heavy-duty vehicles (1988) is realized. New standards for passenger cars, to be phased in over 1994-96, will further reduce per-unit emissions of nitrous oxides (NOx) by 60% and hydrocarbons (HC) by 29%. Figure 2-81 demonstrates both the decrease in HC and NOx achieved and that projected for the period 1985-1995.

Guidelines for the Government/Industry Voluntary Fuel Consumption program are produced annually and industry's performance is closely monitored. This program has resulted in a reduction of over 50% in the annual new car fleet average fuel consumption (and a parallel reduction of CO<sub>2</sub>) since 1973.

**Figure 2-81: Motor Vehicle Emission Levels**



## Direction and Administration

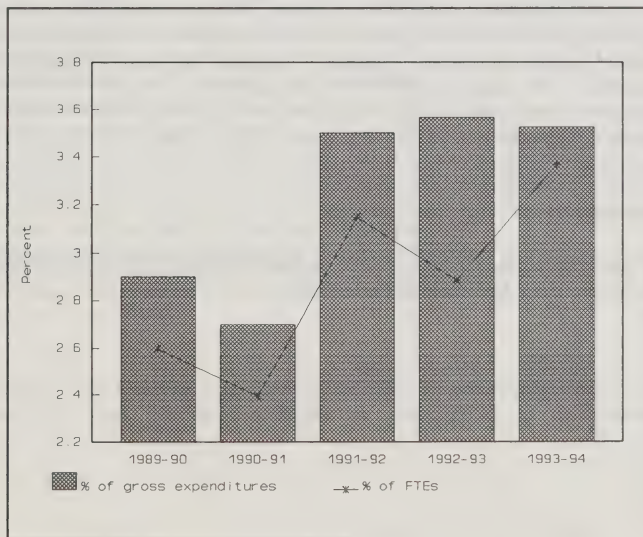
Figure 2-82 displays a 5-year trend for the human and financial resources that have been applied or consumed by this sub-activity.

**Figure 2-82: Net Expenditures**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Actual 1990-91	Actual 1989-90
Gross Operating	1,336	1,294	1,165	1,040	1,006
Less: Revenues	-	99	-	-	-
	1,336	1,195	1,165	1,040	1,006
Capital	44	123	17	-	43
	1,380	1,318	1,182	1,040	1,049
Full-time equivalents	14	14	12	10	10

The relationship of Direction and Administration operating expenditures and human resources to total Surface is displayed in Figure 2-83.

**Figure 2-83: Direction and Administration as a Percentage of Total Surface Activity Gross Operating Expenditures and Full-time Equivalents**



## **F. Departmental Administration**

### **Objective**

To provide overall direction, management and services in support of modal components and Crown corporations of Transport Canada in order to contribute to the development and delivery of a safe and efficient national transportation system.

### **Sub-Objectives**

**Corporate Management:** to provide overall direction to Transport Canada, and Transport Crown corporations and agencies in order to ensure that the objectives of the federal government and Transport Canada, particularly those related to safety, are implemented in a consistent manner and to provide security and emergency planning, legal support, public affairs, and review in order to assist departmental management to meet its objectives.

**Finance and Administration:** to support the Department in the economic, efficient and effective management of its programs and achievement of its goals through the provision of professional financial management, information management, materiel management and contracting and other management services.

**Personnel:** to ensure the availability of a qualified, properly classified, and representative work force to the Department.

### **Description**

The Departmental Administration Activity provides direction and management to the Department and Crown corporations through the Executive Offices of the Minister, Minister of State, and Deputy Minister. The Assistant Deputy Minister (ADM) Finance and Administration centrally controls and provides services and advice to the Department in areas of finance, planning and programming, cost recovery and economic evaluation, information management, materiel and contracting, and facility management. The ADM Personnel centrally controls and provides personnel and training services to the Department. Other services include internal audit, program evaluation and review, management consulting, public affairs, legal counsel, and security and emergency planning.

### **Resource Summaries**

The Departmental Administration Activity accounts for approximately 8.7% of the Department's net total 1993-94 expenditures and 12.3% of the total human resources.

**Figure 2-84: Net Activity Resource Requirements**

(thousands of dollars)	Estimates 1993-94		Forecast 1992-93		Actual 1991-92		Actual 1990-91		Actual 1989-90	
	\$	FTE*	\$	FTE	\$	FTE	\$	FTE	\$	FTE
<b>Operating</b>										
Corporate Management	25,290	352	27,472	343	26,780	328	36,038	342	32,082	390
Finance and Administration	81,688	1,056	77,981	1,058	82,543	1,064	92,109	1,156	81,763	1,221
Personnel	65,957	971	68,011	995	65,134	956	70,792	974	63,841	1,001
	172,935	2,379	173,464	2,396	174,457	2,348	198,939	2,472	177,686	2,612
<b>Capital</b>										
Corporate Management	140		567		619		542		838	
Finance and Administration	20,157		6,275		2,970		10,469		15,200	
Personnel	9,415		5,661		5,271		2,892		3,305	
	29,712		12,503		8,860		13,903		19,343	
<b>Grants and Contributions</b>										
Corporate Management	104		110		150		269		111	
Personnel	292		315		176		90		-	
	396		425		326		359		111	
	203,043		186,392		183,643		213,201		197,140	
<b>Revenues and Recoveries</b>										
Finance and Administration	12,028		11,910		9,733		5,110		5,107	
Personnel	6,686		7,163		7,357		7,099		5,595	
	18,714		19,073		17,090		12,209		10,702	
	184,329		167,319		166,553		200,992		186,438	
<b>CRF Revenues</b>	-		-		1,445		-		300	

\* Full-time equivalents (FTE) is the measure of human resources under the Operating Budget concept which includes the withdrawal of Treasury Board controls over human resource consumption. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. Person-years which had previously been reported as "other" have been included in the total FTE.

\*\* The Airports Transfer Task Force was transferred from Corporate Management to the Airports Activity in fiscal year 1992-93. Management Consulting Services was transferred from Finance and Administration to Corporate Management in fiscal year 1992-93. The Resource Management Board Secretariat was transferred from Corporate Management to Finance and Administration in fiscal year 1991-92.

**Explanation of Change:** The financial requirements for 1993-94 are approximately \$17.0 million or 10.2% greater than the 1992-93 forecast. The major changes that contribute to this net increase include:



**Budgetary****\$ Millions****Operating:**

- decreases for implementation of the December 1992 Economic Statement reduction (\$1.7 million), for the impact of the pension legislation change (\$3.6 million), for the management complement reduction (\$0.4 million), and for decreased requirements related to the air traffic controller recruitment and training program (\$1.1 million) offset by increased workload requirements (\$6.3 million).

(0.5)

**Capital:**

- increased requirement for the Integrated Departmental Financial System (\$12.0 million), the replacement of the Air Traffic Control Tower Simulator (\$6.7 million), Computer Based Training at the Transport Canada Training Institute (\$0.5 million) and miscellaneous infrastructure expenditures (\$0.9 million) offset by reduced requirements for the telecommunications - Tower "C" project (\$0.8 million), and the Transport Integrated Personnel System (\$2.1 million).

17.2

**Revenues and Recoveries:**

- decreased revenue for the Incentive Rebate Program (\$0.5 million) offset by an increase for recoveries of in-house training and increases to per diem residence rates at the Transport Canada Training Institute and the Canadian Coast Guard College (\$0.2 million).

0.3

**Full-time equivalents**

- decrease in personnel requirements related to the air traffic controller recruitment and training plan and government restraint programs.

(17 FTE)

**Explanation of 1992-93 Forecast:** The 1992-93 forecast for Departmental Administration is \$19.9 million or 13.5% greater than the 1992-93 Main Estimates of \$147.4 million. The difference reflects the following major items:

**Budgetary****\$ Millions****Operating:**

- increase relating to recoverable computer services (\$7.5 million), an unallocated departmental shortfall variance (\$30.4 million), additional costs for the Tower "C" and Podium retrofit project (\$0.7 million) and Transport Canada Renewal activities (\$0.9 million) offset by transfers from Finance and Administration to other departmental activities (\$3.0 million), stores inventory reduction (\$1.8 million) and miscellaneous reductions (\$0.8 million).

33.9

**Capital:**

- decrease due to reduced allocations to offset operating deficit.

(5.0)



**Grants and Contributions:**\$ Millions

- decrease due to the transfer of the contribution for Airport Transfer Feasibility Studies to the Airports Activity. (0.3)

**Revenues and Recoveries:**

- increase in internal recoveries for computer services (\$8.2 million) and the Incentive Rebate Program (\$0.5 million). (8.7)

**Full-time equivalents**

- decrease mainly due to government restraint programs and transfers to other departmental activities. (51 FTE)

**Figure 2-85: Estimated 1993-94 Activity Expenditures and Receipts**

(thousands of dollars)	Expenditures				Revenues and Recoveries	Net Resource Requirements
	Operating	Capital	Grants and Contributions	Total		
<b>Budgetary</b>						
Corporate Management	25,290	140	104	25,534	-	25,534
Finance and Administration	81,688	20,157	-	101,845	12,028	89,817
Personnel	65,957	9,415	292	75,664	6,686	68,978
	172,935	29,712	396	203,043	18,714	184,329

**Past Financial Performance****Figure 2-86: 1991-92 Financial Performance**

(thousands of dollars)	1991-92					
	Actual		Main Estimates		Change	
	\$	FTE	\$	FTE	\$	FTE
<b>Budgetary</b>						
Corporate Management	27,549	328	30,666	370	(3,117)	(42)
Finance and Administration	75,780	1,064	71,788	1,129	3,992	(65)
Personnel	63,224	956	63,031	985	193	(29)
	166,553	2,348	165,485	2,484	1,068	(136)
CRF Revenues	1,445		-		1,445	

**Explanation of change:** Actual financial requirements were \$1.1 million or 0.6% greater than projected in the Main Estimates. The major causes of this increase are as follows:

**Operating:**

- increase relating to computer services that were recovered (\$9.5 million), air traffic control recruitment and training (\$1.0 million), miscellaneous operating costs and minor workload increases (\$2.3 million), offset by savings caused by the Public Service Alliance of Canada strike (\$0.3 million) and by reductions in regional common services (\$1.1 million).

11.4

**Capital:**

- increase relating to the Transport Integrated Personnel System (\$4.4 million) offset by reduced requirements for the Integrated Departmental Financial System (\$3.9 million) and by various minor reductions under restraint programs (\$3.0 million).

(2.5)

**Revenues and Recoveries:**

- increases in revenue and recoveries in Finance and Administration for computer services (\$6.5 million) and in Personnel for use of Transport Canada Training Institute facilities (\$1.5 million) offset by revenue losses as a result of the Public Service Alliance of Canada strike (\$0.2 million).

(7.8)

**Full-time equivalents**

- increase relating to air traffic controller training and miscellaneous requirements (17 FTE) offset by lapses due to the restraint program, staffing delays and the Public Service Alliance of Canada strike (153 FTE).

(136 FTE)

**Performance Information and Resource Justification****Activity Results/Resource Linkages**

The following expected program outcomes account for most of the human and financial resources dedicated to the Activity. Measures that assess the degree of achievement are found below. Outcomes expected from the application of Departmental Administration Activity resources include:

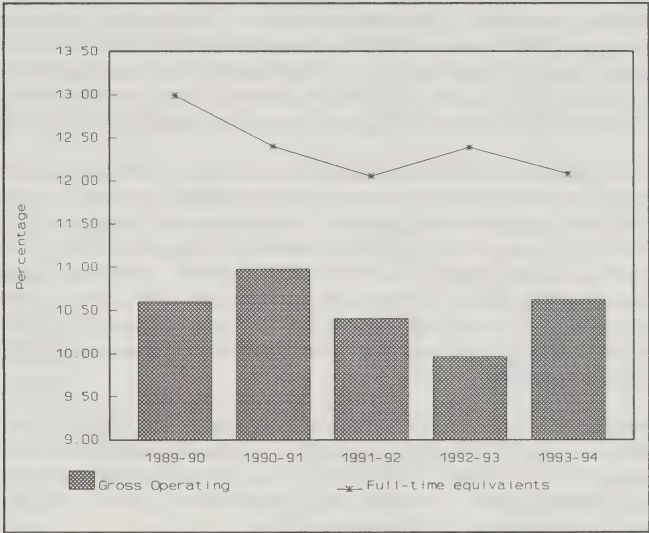
- cost-effective centralized measures to place human and financial resources at the disposal of management to support the achievement of Program objectives.

Major variables that influence either the resources allocated to the Activity, the outcomes expected, or both, include:

- staff turnover rates in operationally-oriented activities - training volumes;
- introduction of new integrated office automated systems; and,
- government-wide initiatives such as Increased Ministerial Authority and Accountability (IMAA) and Public Service 2000, as well as previous deficit reduction commitments.

The cost-effectiveness of the Department's overhead functions is assessed through its relationships to total departmental financial and human resources. Figure 2-87 refers. Overall, the percentage is decreasing. However, in 1993-94, as a result of the transfer of airports to local airport authorities the total departmental gross operating expenditures are decreasing at a greater rate than those of the Departmental Administration Activity. The percentage has therefore increased.

**Figure 2-87: Departmental Administration Activity as a Percentage of Total Departmental Gross Operating Expenditures\* and Full-time equivalents**



\* Excluding Crown corporations, capital and grants and contributions.

A major ongoing responsibility of the Administration function is the provision of facilities and curricula to accommodate technical and operational training for the Aviation and Canadian Coast Guard Activities, two of which are Air Traffic Control Services (ATS) and Canadian Coast Guard officer-cadet training. For 1993-94, at the Transport Canada Training Institute (TCTI) in Cornwall, controller training will account for 44,300 training days, telecommunications and electronics training for 15,200 days, and management training for 3,000 days. During 1992-93, the transition year for TCTI to become a Special Operating Agency (SOA), it is expected that discussions and negotiations with the Treasury Board regarding responsibilities and authorities will be completed with the Institute becoming a SOA in 1993-94. Maritime training has been transferred from TCTI to the Canadian Coast Guard College in Sydney.

The Canadian Coast Guard College will account for 11,000 training days associated with officer cadet training, 7,000 training days associated with training transferred from TCTI, 4,000 training associated with other technical training for Canadian Coast Guard and 10,000 training days associated with other parts of Transport Canada and other government departments. It is important to note that the training activity associated with officer cadets will increase over the next three years to stabilize at approximately 18,000 training days per year.

An integrated financial and materiel management system is being developed to provide a modern and responsive system for resource management and decision-making purposes. The present systems are aged and collapsing. The major objective of the system is to provide easily accessible, accurate, timely and relevant information to all levels of management for decision-making and managerial control purposes. The project will be multi-phased with a pilot scheduled to start in November 1993. The second phase will be a release to 32 aggregating points across the country (i.e. accounting and resource management offices, materiel management and inventory depots) through to the final phase in late 1995 when approximately 3,000 users will be linked to the system. Total development costs have been given effective project approval at \$41.7 million of which \$22.5 million are for capital acquisitions.

A major project by Public Works Canada in cooperation with Camdev Corporation is under way to remove the asbestos in Tower "C" of the Place de Ville complex and retrofit the tenant space. The Finance and Administration sub-activity, on behalf of Transport Canada, is responsible for ensuring that the Department's interests are served in this project. In addition, \$5.2 million will be spent by the Department to install a new voice and communication system throughout the building.



## Section III Supplementary Information

### A. Profile of Program Resources

#### 1. Financial Requirements by Object

Figure 3-1 presents Transport Canada net Program expenditures by standard object.

**Figure 3-1: Details of Financial Requirements by Object**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual* 1991-92
<b>Personnel</b>			
Salaries and wages	967,412	936,087	964,593
Contributions to employee benefit plans	126,476	151,845	162,723
Other personnel costs	44,599	66,077	45,628
	<b>1,138,487</b>	<b>1,154,009</b>	<b>1,172,944</b>
<b>Goods and Services</b>			
Transportation and communications	84,309	99,138	115,299
Information	8,290	9,543	10,081
Professional and special services	192,682	242,207	396,569
Rentals	14,564	16,620	20,990
Purchased repair and maintenance	77,941	85,091	117,976
Utilities, materials and supplies	108,811	129,168	157,082
Payments to Crown corporations	520,781	609,819	717,003
Other subsidies and payments	3,208	4,284	8,567
	<b>1,010,586</b>	<b>1,195,870</b>	<b>1,543,567</b>
<b>Total Operating</b>	<b>2,149,073</b>	<b>2,349,879</b>	<b>2,716,511</b>
<b>Capital</b>			
Land, buildings and works	200,171	161,686	72,863
Machinery and equipment	366,444	329,112	216,725
<b>Total Controlled Capital***</b>	<b>566,615</b>	<b>490,798</b>	<b>289,588</b>
<b>Transfer Payments**</b>	<b>332,459</b>	<b>206,572</b>	<b>195,765</b>
<b>Total Expenditures</b>	<b>3,048,147</b>	<b>3,047,249</b>	<b>3,201,864</b>
<b>Revenue credited to the Vote</b>	<b>941,281</b>	<b>1,037,623</b>	<b>1,047,795</b>
<b>Total Net Budgetary Expenditures</b>	<b>2,106,866</b>	<b>2,009,626</b>	<b>2,154,069</b>
<b>Non-budgetary (loans, investments and advances)</b>	<b>-</b>	<b>20,000</b>	<b>30,000</b>
	<b>2,106,866</b>	<b>2,029,626</b>	<b>2,184,069</b>

\* The 1991-92 column in Figure 3-1 understates actual capital expenditures, on a voted basis, by \$243.6 million. Figure 3-1 does not take into separate account that portion of personnel and goods and services that is budgeted for, consumed by and charged against, the Capital Vote. Data in the 1992-93 and 1993-94 columns, as well as all other 1991-92 capital displays elsewhere in Sections 1, 2 and 3, reflect the vote split.

\*\* Includes statutory payments for Victoria Jubilee Bridge.

\*\*\* Controlled capital contains budgetary expenditures for investment in: the acquisition of land, buildings and engineering structures and works. The acquisition or creation of other capital assets considered essential to ongoing program delivery and major alterations, modifications or renovations that extend the use of capital assets or change their performance or capability. Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with personnel and goods and services expenditures. Transport Canada does not have capital falling within this definition.



## 2. Personnel Requirements

Figure 3-2 displays the full-time equivalents and salary range and provision by category for 1993-94. Personnel expenditures represent 54.0% of total net budgetary expenditures.

**Figure 3-2: Details of Personnel Requirements**

	Full-time equivalent			1993-94	
	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	Current Salary Range	Average Salary Provision
<b>OLC Appointments</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>113,600 - 170,500</b>	<b>294,000</b>
Executive	255	246	245	66,600 - 128,900	21,411,659
<b>Scientific and Professional Category</b>					
Architecture and Town Planning	2	3	4	21,489 - 78,029	129,952
Chemistry	12	12	10	23,000 - 73,435	658,022
Economics, Sociology and Statistics	102	99	94	20,000 - 87,241	6,675,129
Education	44	41	37	19,270 - 74,268	2,608,029
Engineering and Land Survey	547	597	562	29,722 - 80,521	33,875,445
Library Science	7	8	7	26,132 - 61,951	312,746
Physical Science	27	22	21	23,056 - 79,045	1,656,550
Psychology	-	3	3	31,302 - 72,897	-
Scientific Regulation	1	1	1	19,534 - 68,830	66,789
Meteorology	-	-	12	20,774 - 76,843	-
Law	7	-	-	29,870 - 128,900	574,932
<b>Administrative and Foreign Service Category</b>					
Administrative Services	1,178	1,235	1,041	17,994 - 75,002	54,338,551
Computer Systems Administration	212	211	214	24,060 - 78,759	10,199,448
Financial Administration	204	176	211	15,516 - 69,789	10,988,644
Information Services	63	57	49	17,849 - 67,814	3,597,368
Organization and Methods	9	8	19	17,635 - 72,700	527,103
Personnel Administration	210	238	202	16,882 - 69,291	10,392,176
Program Administration	740	655	793	17,994 - 75,002	37,200,211
Purchasing and Supply	138	130	135	16,781 - 72,700	6,101,277
Commerce	-	-	5	19,263 - 79,497	-
Management Trainee	1	12	6	29,562 - 50,388	37,165
Translation	2	-	-	22,660 - 65,519	109,975
<b>Technical Category</b>					
Aircraft Operations	589	583	519	48,997 - 85,094	38,133,719
Air Traffic Control	2,401	2,348	2,118	19,274 - 86,401	147,549,651
Drafting and Illustration	78	80	92	20,448 - 52,986	2,968,489
Education Support	2	2	2	14,089 - 37,484	70,903
Electronics	1,545	1,596	1,449	21,358 - 68,973	76,934,805
Engineering and Scientific Support	426	407	393	18,457 - 66,859	21,234,768
General Technical	937	918	854	16,608 - 73,190	39,871,235
Photography	2	2	2	22,610 - 41,199	62,800
Radio Operations	1,297	1,370	1,224	18,970 - 66,012	54,164,231
Ships' Officers	853	828	787	28,058 - 75,348	39,270,359
Social Science Support	66	68	68	16,608 - 75,927	2,756,289
Technical Inspection	647	612	554	16,608 - 75,831	34,393,285

	Full-time equivalent			1993-94	
	Estimates	Forecast	Actual	Current	Average
	1993-94	1992-93	1991-92	Salary Range	Salary Provision
<b>Administrative Support Category</b>					
Communications	29	30	31	20,195 - 41,830	920,100
Data Processing	40	41	59	17,680 - 48,804	1,340,363
Clerical and Regulatory	1,977	2,314	2,431	16,999 - 41,724	55,631,324
Office Equipment	8	8	5	16,648 - 33,218	204,682
Secretarial, Stenographic and Typing	543	583	629	16,847 - 41,991	15,404,222
<b>Operational Category</b>					
Firefighters	514	418	608	29,325 - 58,156	19,898,691
General Labour and Trades	1,555	1,390	2,093	20,495 - 51,174	50,081,241
General Services	129	125	153	17,489 - 53,544	3,860,194
Heating Power and Stationary Plant Operation	25	20	72	24,898 - 49,943	822,743
Lightkeepers	172	227	218	21,076 - 39,104	4,324,648
Ships' Crew	1,616	1,609	1,444	29,952 - 42,984	53,305,087
Other	195	6	2		
	19,409	19,341	19,480		

\* Full-time equivalent (FTE) is a measure of human resource consumption based on average levels of employment. FTE factors out the length of time that an employee works during each week by calculating the rate of assigned hours of work over scheduled hours of work. FTEs are not subject to Treasury Board control but are disclosed in Part III of the Estimates in support of personnel expenditure requirements specified in the Estimates.

Note: The current salary range column shows the salary ranges by occupational group at October 1, 1992. The average salary provision column reflects the estimated base salary costs including allowance for collective agreements, annual increments, promotions and merit pay. Year-to-year comparison of averages may be affected by changes in the distribution of the components underlying the calculations.

### 3. Capital Expenditures

Total capital expenditures for 1993-94 are \$566.6 million, representing 26.9% of total net budgetary expenditures for the Department. Figure 3-3 summarizes capital spending by activity and by capital investment component (i.e. the major investment categories used to manage capital expenditures in the Department).

**Figure 3-3: Capital by Activity and Capital Investment Component (CIP)**

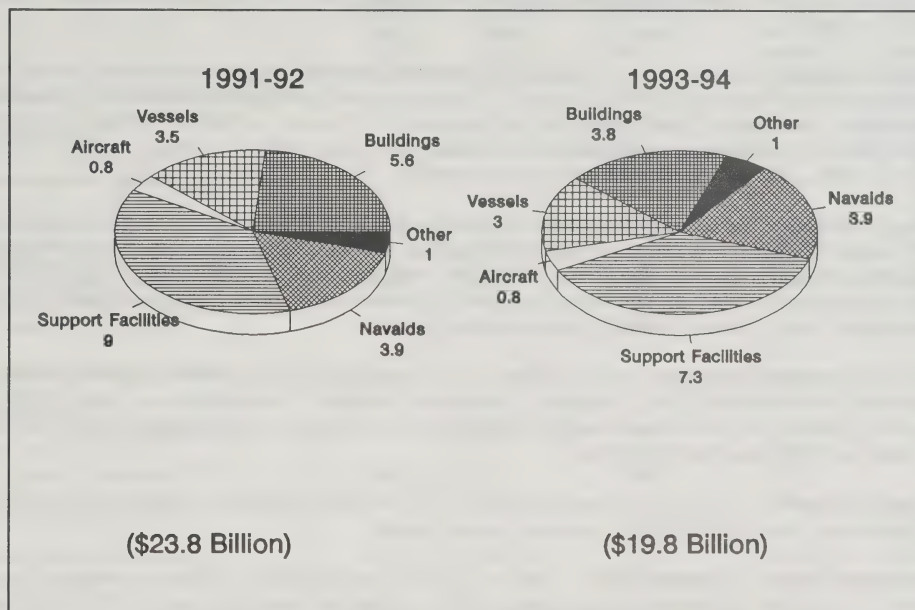
		Estimates 1993-94	Forecast 1992-93	Actual 1991-92	For Details See Page
Policy and Coordination		10,326	37,266	13,575	3-20
Canadian Coast Guard	Fleet CIP	45,730	24,429	36,653	
	Harbours and Ports Management Plan	36,614	52,493	23,121	
	Other Coast Guard Long Term CIP	65,583	17,078	63,811	
Sub-total Marine		147,927	94,000	123,585	3-7
Aviation	Air Navigation Services	218,338	198,915	202,992	
	Aircraft Services	26,800	23,584	35,906	
	Other Aviation	7,187	3,466	3,527	
Sub-total Aviation		252,325	225,965	242,425	3-12
Airports	Buildings	40,004	38,420	57,505	
	Aircraft Operations	67,570	64,894	67,761	
	Vehicle Operations	10,175	9,772	10,279	
	Other	6,157	5,914	7,382	
Sub-total Airports		123,906	119,000	142,927	3-17
Surface		2,419	2,064	1,855	
Departmental Administration		29,712	12,503	8,860	
		566,615	490,798	533,227	3-20
% Change Over Previous Period		15.4	(8.0)		

The Department's capital program is managed with a medium term investment strategy of ongoing asset life-cycle restoration and replacement. The goal is to protect the ongoing availability of a safe and efficient national transportation infrastructure to shippers, carriers and the travelling public. The strategy also provides for expansion in areas where congestion and capacity shortfalls exist, for example at international airports at Toronto and Halifax.

The Department's capital investment in the national transportation infrastructure is currently valued at an estimated \$23.8 billion (replacement cost), not counting fixed assets owned by federal Crown corporations. This investment and, consequently, the Department's capital program are concentrated in the air and marine modes (see Figure 3-4). Road and rail modes, falling under the jurisdiction of the provinces and Crown corporations, respectively, are supported by grants and contributions (see p. 3-26) rather than capital expenditures.

Figure 3-4, demonstrates the effect of current initiatives on the Department's asset base. For instance, as a result of the transfer of four federal airports (Edmonton, Montréal, Calgary and Vancouver) to local airport authorities in the summer of 1992 and the restructuring of the marine fleet, the total asset base has decreased from \$23.8 billion to \$19.8 billion with decreases mainly occurring in vessels and buildings.

**Figure 3-4 : Transport Canada Fixed Assets**



For the Estimates year, an amount of \$86.3 million has been estimated for economic slippage of capital projects. This estimate of slippage reflects the fact that, in a sufficiently large population of capital projects, some inevitably will be delayed or temporarily interrupted by events beyond the Department's control. Examples of such events are labour disputes, contract disputes, material shortages, contractor insolvencies and weather. Over a number of years, it is possible, statistically and judgmentally, to measure the effect of these events and predict with reasonable accuracy, the amount of slippage for the whole capital program. Figure 3-5 shows the effect of slippage on the 1993-94 capital program for each activity. The column entitled "Projects Listed" reflects those projects displayed in Figures 3-6 to 3-10 inclusive.

**Figure 3-5 : Capital-Discounting for Slippage - 1993-94 Estimates**

(thousands of dollars)

	1993-94 Main Estimates				
	Projects Listed	Not Listed	Total Program	Discount for Slippage	Total Estimates
Policy and Coordination	9,706	620	10,326	-	10,326
Canadian Coast Guard	122,451	41,637	164,088	16,161	147,927
Aviation	250,182	60,878	311,060	58,735	252,325
Airports	68,569	66,779	135,348	11,442	123,906
Surface	-	2,419	2,419	-	2,419
Departmental Administration	24,717	4,995	29,712	-	29,712
<b>Total</b>	<b>475,625</b>	<b>177,328</b>	<b>652,953</b>	<b>86,338</b>	<b>566,615</b>



Figures 3-6 to 3-10, which follow, list for each activity, individual capital projects, by sub-activity, province and location. Where the location is not specified in bold type, the project involves multiple locations. In addition, for each project an indication is given of its class of estimate, and approval status. The following definitions apply:

**Class A Estimate:** This is the most accurate and comprehensive level of estimate, normally limited to items in production, or to immediate or repeat orders. It must be based on full production configuration data, or on enforceable schedules, or other legally binding instruments. Typically, a Class A Estimate would support a submission for increasing the quantities of deliverables for a project when the project is under contract and when a contract clause provides the basis for the estimate.

**Class B Estimate:** The scope of this estimate covers the design of all major systems and sub-systems together with production plans, site and installation investigations, special transportation requirements, labour market constraints and outlines of all other project objectives. While less accurate than Class A, this estimate normally requires significant project definition work, frequently by means of a contract with the private sector and the participation of appropriate common service organizations.

**Class C Estimate:** The scope of this estimate covers the life-cycle costs of the preliminary solution to the statement of requirement (SOR), including a preliminary analysis, in consultation with appropriate common service organizations, of sources of supply and projection and technological readiness. It must be sufficiently accurate to justify investment decisions.

**Class D Estimate:** This is a rough estimate based on a comprehensive mission-related SOR, which gives an approximation of final total project costs and project duration.

**Preliminary Project Approval (PPA):** Treasury Board's (TB) Authority to initiate a project in terms of its intended operational requirement, including approval of, and expenditure authorization for, the objectives of the project definition phase. Sponsoring departments are to submit for PPA only when the project's entire life-cycle scope has been examined and costed, normally to the Class C level, and when the cost of the Project Definition (PD) Phase has been estimated to the Class B level.

**Effective Project Approval (EPA):** TB's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments are to submit for EPA only when the scope of the project's life-cycle phase has been defined and where the estimates have been refined to at least the Class B level.

**Departmental Approval (DA):** TB's approval is not required.

All projects with a total estimated cost of \$1 million and more are listed. As well, those projects which have been listed in previous Estimates and for which expenditures had been forecast for future years are also listed. Explanation for projects with total estimated costs that have changed by 20% or \$1 million dollars, are footnoted. No projects are shown for Vancouver, Edmonton, Calgary and Montréal airports which were transferred to local airport authorities in the summer of 1992. Finally, details of the Department's Major Crown Projects are presented in the addendum beginning on p. 3-22.



**Figure 3-6: Details of Major Capital Projects - Canadian Coast Guard**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>FLEET CAPITAL INVESTMENT PLAN (FCIP)</b>					
<b>HEADQUARTERS</b>					
<b>Marine Navigation Systems</b>					
Asbestos Removal					
CCGS Griffon (B-DA) . . . . .	-	4,790	-	4,790	-
Fleet Restructuring - 2 Catamarans . . . . .					
and 1 Air Cushioned Vehicle (C-PPA) . . . . .	28,487	28,491	1,066	18,431	8,994
Fleet Restructuring - Modifications					
to Several Vessels (C-DA) . . . . .	2,906	2,049	137	1,225	687
<b>Icebreaking and Arctic Operations</b>					
Warranty Work					
CCGS Henry Larsen (B-DA) . . . . .	-	2,945	449	696	1,800
Vessel Modernization					
CCGS Louis S. St-Laurent (B-EPA) . . . . .	132,495	132,495	126,485	6,010	-
<b>Marine Search and Rescue</b>					
Lifeboat Replacement (B-EPA) . . . . .	46,554	46,535	40	11,301	35,194
ARUN ("S" Class Replacement)					
(Formerly CCGS Spume					
Replacement) (B-DA) . . . . .	3,178	3,131	3,018	113	-
<b>BRITISH COLUMBIA</b>					
<b>Marine Search and Rescue</b>					
Kitsilano - Search and Rescue					
Base Replacement (C-DA) . . . . .	-	2,666	155	2,511	-
<b>CANADIAN COAST GUARD LONG TERM CAPITAL INVESTMENT PLAN (CG LTCP)</b>					
<b>Marine Navigation Systems</b>					
<b>NEWFOUNDLAND</b>					
1. Cape Race					
Replace Loran "C" (B-EPA) . . . . .	16,570	19,491	9,446	7,931	2,114
St. John's					
Buoy Maintenance Facilities (B-DA) . . . . .	-	2,901	2,701	200	-
<b>NEW BRUNSWICK</b>					
Saint John (Fundy)					
Vessel Traffic Services					
Re-equipment (B-EPA) . . . . .	9,832	9,832	1,776	6,549	1,507

1. See p. 3-11 for explanation of major changes in estimated costs.

**Figure 3-6: Details of Major Capital Projects - Canadian Coast Guard (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	<b>Estimates 1993-94</b>	Future Years' Require- ments
<b>CANADIAN COAST GUARD LONG TERM CAPITAL INVESTMENT PLAN (CG LTCP) (cont'd)</b>					
<b>Marine Navigation Systems (cont'd)</b>					
<b>NOVA SCOTIA</b>					
<b>Dartmouth</b>					
Wharf Electrical Upgrade (B-DA) . . . . .	-	1,230	96	1,134	-
<b>Canso Canal</b>					
Dewatering System (B-EPA) . . . . .	6,209	6,208	5,561	647	-
<b>Pugwash</b>					
Restoration Dredging (B-DA) . . . . .	-	2,405	-	2,405	-
<b>Liverpool</b>					
Queens Harbour Improvement (B) . . . . .	-	9,272	-	2,000	7,272
<b>QUÉBEC</b>					
<b>Sorel</b>					
Repairs to Wharf (B-EPA) . . . . .	-	6,279	-	5,690	589
<b>Montréal</b>					
Vessel Traffic Services					
Radar Replacement (B-EPA) . . . . .	10,691	10,596	10,033	563	-
Relocation of Air Cushioned Vehicle(C-PPA)	-	3,621	-	400	3,221
<b>ONTARIO</b>					
<b>Sarnia</b>					
Vessel Traffic Services Equipment					
Replacement Green Plan (B) . . . . .	-	9,284	-	1,650	7,634
<b>Lake St. Clair South East Bend</b>					
Restoration Dredging (B-DA) . . . . .	-	1,862	-	1,862	-
<b>MANITOBA</b>					
<b>Selkirk</b>					
Base Redevelopment (B-DA) . . . . .	-	1,833	835	998	-
<b>BRITISH COLUMBIA</b>					
<b>2. Fraser River</b>					
Steveston Training Wall (B-EPA) . . . . .	13,631	18,137	8,008	500	9,629
<b>Vancouver</b>					
Canadian Coast Guard Radio Station Consolidation Plan (B-DA) . . . . .	-	2,940	-	1,548	1,392
<b>Comox</b>					
Canadian Coast Guard Radio Station Consolidation Plan (B-DA) . . . . .	2,732	2,732	2,230	502	-
<b>Tofino</b>					
Canadian Coast Guard Radio Station Consolidation Plan (C-DA) . . . . .	-	2,756	-	96	2,660

2. See p. 3-11 for explanation of major changes in estimated costs.

**Figure 3-6: Details of Major Capital Projects - Canadian Coast Guard (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>CANADIAN COAST GUARD LONG TERM CAPITAL INVESTMENT PLAN (CG LTCP) (cont'd)</b>					
<b>Marine Navigation Systems (cont'd)</b>					
<b>NORTHWEST TERRITORIES</b>					
<b>Iqaluit</b>					
Operations Centre (B-EPA) . . . . .	3,344	3,344	3,244	100	-
<b>Marine Regulatory</b>					
<b>ONTARIO</b>					
<b>Port Colbourne</b>					
Marine Emergency Centre (D-DA) . . . . .	-	1,590	-	109	1,481
<b>Marine Navigation Systems</b>					
<b>MULTI-PROVINCES</b>					
NAVTEX Systems (B-EPA) . . . . .	4,654	4,216	483	1,000	2,733
3. Lightstation Monitoring Program (B-EPA) . . . . .	18,066	16,554	16,470	84	-
Continuous Maritime Broadcast Equipment Replacement Program (B-DA) . . . . .	2,484	2,094	1,630	400	64
<b>Icebreaking and Arctic Operations</b>					
Global Positioning Systems Receivers for Vessels (B-DA) . . . . .	-	1,152	-	249	903
Acquisition of VHF Direction Finders for CCG Vessels (B-EPA) . . . . .	3,028	2,291	1,172	350	769
Hard Copy Communication Systems for CCG Vessels (B-EPA) . . . . .	3,254	3,254	820	700	1,734
Acquisition of Emergency Position Indicating Radio Beacons (EPIRBs) for CCG Vessels (B-DA) . . . . .	1,748	1,207	472	400	335
<b>Marine Regulatory</b>					
4. Replace Marine Simulators (B-EPA) . . . . .	14,809	11,284	3,392	6,106	1,786
<b>HARBOURS AND PORTS ASSET MANAGEMENT PLAN (HPAMP)</b>					
<b>NEWFOUNDLAND</b>					
<b>Mary's Harbour</b>					
Wharf Extension (B-DA) . . . . .	-	2,670	110	1,292	1,268
<b>Lapointe</b>					
Wharf Reconstruction (B-DA) . . . . .	-	2,213	49	1,778	386

3., 4. See p. 3-11 for explanation of major changes in estimated costs.

**Figure 3-6: Details of Major Capital Projects - Canadian Coast Guard (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	<b>Estimates 1993-94</b>	Future Years' Require- ments
<b>HARBOURS AND PORTS ASSET MANAGEMENT PLAN (HPAMP) (cont'd)</b>					
<b>QUÉBEC</b>					
<b>5. Baie Comeau</b>					
Harbour Restoration (B-EPA) . . . . .	25,884	28,577	26,080	<b>2,497</b>	-
<b>Les Méchins</b>					
Wharf Reconstruction (B-EPA) . . . . .	8,759	8,609	7,935	<b>674</b>	-
<b>Baie Ste-Catherine</b>					
Wharf Reconstruction (B-DA) . . . . .	3,000	2,100	1,700	<b>400</b>	-
<b>Montmagny</b>					
Wharf Restoration (B-DA) . . . . .	-	5,560	1,702	<b>3,689</b>	169
<b>Tadoussac</b>					
Wharf Reconstruction (B-DA) . . . . .	5,994	5,002	4,967	<b>35</b>	-
<b>Gros Cacouna</b>					
Engineering and Environmental Studies (B-EPA) . . . . .	3,607	3,607	1,115	<b>1,725</b>	767
Wharf Restoration - Phase II (B) . . . . .	-	57,179	-	<b>5,000</b>	52,179
<b>Rimouski</b>					
Spur Wharf Reconstruction (B-EPA) . . . . .	-	3,550	3,030	<b>420</b>	100
<b>6. East Jetty Wharf Reconstruction (C-PPA) . . . . .</b>	<b>23,802</b>	<b>18,432</b>	<b>801</b>	<b>5,000</b>	<b>12,631</b>
<b>Tête-à-la-Baleine</b>					
Wharf Reconstruction (B-DA) . . . . .	5,252	4,610	4,490	<b>120</b>	-
<b>ONTARIO</b>					
<b>Pelee Island</b>					
Mainland Ferry Facilities (B-EPA) . . . . .	-	13,340	2,500	<b>10,571</b>	269

5., 6. See p. 3-11 for explanation of major changes in estimated costs.

## Explanation of Major Changes - Previously versus Currently estimated Total Costs - Canadian Coast Guard

(thousands of dollars)				
	From Page	Previously Estimated Total Cost	Currently Estimated Total Cost	Increase/ (Decrease)
1. <b>Cape Race</b> - Replace Loran-C	3-7	16,570	19,491	2,921
<p>An amended effective approval to increase total estimated cost was received from Treasury Board on June 16, 1992. Due to the cancellation of operations at Angisoq, Greenland, the construction of a new station, in conjunction with the existing Cape Race and Fox Harbour Station, will provide Loran-C coverage to the east and north-east coast of Newfoundland. This recommendation proposes to refurbish the Cape Race Loran-C station with a reduced capacity and to construct a new Loran-C station at Comfort Cove in central Newfoundland.</p>				
2. <b>Fraser River</b> - Steveston Training Wall	3-8	13,631	18,137	4,506
<p>The increase in cost is due to the problems incurred with fill materials while constructing underwater berms. These problems have caused the requirement of significant redesign and have caused additional expenses. Cost overrun proposal is being considered in consultation with PWC.</p>				
3. <b>Lightstation Monitoring Program</b>	3-9	18,066	16,554	(1,512)
<p>The total estimated cost for this program has been reduced as actual expenditures have been less than anticipated. This reduction is due mainly to a minor change in scope in the Western region as well as a significant reduction in proposed project management costs.</p>				
4. <b>Replace Marine Simulators</b>	3-9	14,809	11,284	(3,525)
<p>The total estimated cost has been reduced due to the award of contract which was less than anticipated.</p>				
5. <b>Baie Comeau</b> - Harbour Restoration	3-10	25,884	28,577	2,693
<p>The total estimated costs have increased due to the claims received from the contractor. The claims are under review and it is anticipated that final settlement will be less than the amount claimed. Cost overrun approval was received June 11, 1992.</p>				
6. <b>Rimouski</b> - East Jetty Wharf Reconstruction	3-10	23,802	18,432	(5,370)
<p>The decrease in total estimated costs is due to the urgent need to start phase I of the project in 1992-93. This phase was granted effective project approval on May 9, 1992 by Treasury Board and is listed under the title of Rimouski - Reconstruction of the Spur Wharf.</p>				



**Figure 3-7: Details of Major Capital Projects - Aviation**

The following abbreviations or acronyms are, or may be, used in the subsequent project listing.

ACC	Area Control Centre	NDB	Non-Directional Beacon
ANS	Air Navigation Systems	PAL	Peripheral Station
ASDE	Air Surface Detection Equipment	P.I.A.	Pearson International Airport
ATB	Air Terminal Building	RAMP	Radar Modernization Project
ATB/OPS	Air Terminal Building/Operation Building	RATD	Regional Air Traffic Display (simulators)
ATCOPS	Air Traffic Control Operations	RATS	Regional Air Traffic Simulator
ATC	Air Traffic Control	RCO	Remote Control Outlet
ATS	Air Traffic Services	R&D	Research and Development
AWOS	Automated Weather Observing System	RDPS	Radar Data Processing System (RAMP)
BILCOM	Bilingual Communication Project	RFSS	Remote Flight Service Station
CAATS	Canadian Automated Air Traffic System	RVR	Runway Visual Range
CARS	Community Aerodrome Radio Stations	SEIP	System Engineering & Integration
CASS	Canadian Airport Security Systems	TACAN	Tactical Air Navigation Aid
CPMS	Control and Performance Monitoring System	TCTI	Transport Canada Training Institute
DCPC	Direct Current Power Control	TCU	Terminal Control Unit
DF	Direction Finder Project	TELECOM	Telecommunications
DME	Distance Measuring Equipment	TWR	Control Tower
EDM	Electronic Duty Manager	UHF	Ultra High Frequency
EDP	Electronic Data Processing	VHF	Very High Frequency
EMD	Electro-Magnetic Detection	VHF-AM	Very High Frequency - Amplitude Modification
FSS	Flight Service Station	VHF-DF	Very High Frequency - Direction Finder
GAATS	Gander Automated Air Traffic System	VIP/OIDS	Visual Information Projection/Operational Information Display System
ICCS	Integrated Communications Control System	VOR	Very High Frequency Omni-Directional Range Equipment
IF	Intermediate Fix (IFR Approach)	VOR/DME	Very High Frequency Omni-Directional Range Equipment/Distance Measuring Equipment
IFR	Instrument Flight Rules	VORTAC	VOR and TACAN Co-located
ILS	Instrument Landing System	VOT	Very High Frequency Omni Test Equipment
IRS	Interim Regional Simulators		
JETS	Joint Enroute Terminal Service		
LOC/DME	Localizer/Distance Measuring Equipment		
MACS	Modular Aeronautical Communication Switch		
MIDS	Multi Purpose Information Display System		
MLS	Microwave Landing System		
MODS	Modifications		

**Figure 3-7: Details of Major Capital Projects - Aviation**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>AIR NAVIGATION SYSTEM</b>					
<b>Headquarters - Ottawa</b>					
Combined ANS Facilities Project (B-EPA) . . .	34,976	34,976	31,646	1,330	2,000
Modular Aeronautical Communications Switch (MACS) (B-EPA) . . . . .	48,634	48,634	47,637	868	129
Procurement of ICCS Training Simulator (B-EPA) . . . . .	7,407	7,407	7,104	303	-
Upgrade and Modernize Gander FSS Operations (B-EPA) . . . . .	3,382	3,382	3,144	238	-
VHF-AM Mobile Transceivers (B-EPA) . . . . .	2,793	2,793	2,459	334	-
Investigation of Automatic Dependent Surveillance (B-EPA) . . . . .	2,648	2,648	1,954	507	187
System Engineering & Integration Project (B-EPA) . . . . .	61,500	61,500	57,630	3,870	-
Procure VHF-DF Nav aids (B-EPA) . . . . .	3,902	3,902	2,621	120	1,161
Bulk Procurement of VOR/DME and Support Equipment (B-EPA) . . . . .	43,010	43,055	14,687	9,515	18,853
1. TC Costs Associated with TACAN Replacement Program (B-EPA) . . . . .	4,455	3,142	1,892	400	850
Bulk Procurement VHF-DF Systems (B-EPA) .	4,175	3,500	3,424	76	-
Procurement of 2 Doppler VORs (B-DA) . . . .	1,075	1,075	1,075	-	-
Tube Type ILS Replacement Phase II (B-EPA) . . . . .	12,469	12,469	12,142	327	-
Monitor/Controller Procurement (B-EPA) . . . .	5,416	5,416	1,644	2,482	1,290
Transmissometer Systems (B-EPA) . . . . .	7,870	7,870	1,907	2,491	3,472
Procurement and Installation of Uninterruptible Power Units (B-EPA) . . . . .	14,475	14,475	11,597	400	2,478
Operational Information Display System-OLDS-2 and OLDS-1 (B-EPA) . . . . .	5,496	5,496	4,618	500	378
National Flight Data Processing (NFDPs) (B-EPA) . . . . .	2,924	2,924	2,279	300	345
Radar Modernization Project (RAMP) (B-EPA)	810,504	810,504	769,737	25,000	15,767
Canadian Automated Air Traffic System (CAATS) (A-EPA) . . . . .	658,658	658,658	199,696	110,000	348,962
2. Microwave Landing System (MLS) (C-PPA)	448,324	626,705	16,624	31,250	578,831
Engineering Development of Computer-Based Training (B-EPA) . . . . .	1,936	1,936	990	400	546
3. Canadian Airspace Management Simulator (B-EPA) . . . . .	46,880	50,999	6,227	15,000	29,772
GAATS - Ongoing Support Surveillance System Engineering (B-EPA) . . . . .	2,979	2,979	2,929	50	-
Technical Systems Centre Renovation (B-EPA)	6,760	6,760	6,260	500	-
Translate Manufacturers Manuals (B-EPA) . . .	22,298	22,298	1,647	2,000	18,651
IRS Enhancements (B-EPA) . . . . .	2,685	2,685	800	1,047	838
VHF AM Ground Portable Transceivers (B-EPA)	-	1,305	1,068	237	-
Voice Logging Equipment (B-EPA) . . . . .	-	1,852	1,621	231	-
Regional School Upkeep (B-EPA) . . . . .	-	1,408	1,308	100	-

1., 2. and 3 See p. 3-16 for explanation of major changes in estimated costs.

**Figure 3-7: Details of Major Capital Projects - Aviation (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>AIR NAVIGATION SYSTEM (cont'd)</b>					
<b>NOVA SCOTIA</b>					
<b>Halifax</b>					
Replace Control Tower (B-PPA) . . . . .	6,578	6,578	462	3,899	2,217
<b>NEW BRUNSWICK</b>					
<b>Moncton Regional Office</b>					
Automated Admin/Operations Data Management System (B-EPA) . . . . .	1,637	1,927	1,599	328	-
<b>Moncton Riverview ACC</b>					
Move Terminal Control Unit to Area Control Centre (B-EPA) . . . . .	1,929	1,948	1,738	210	-
<b>Saint John</b>					
Construct Control Tower (B-EPA) . . . . .	4,451	4,607	4,232	375	-
<b>QUÉBEC</b>					
<b>Bagotville</b>					
Purchase & Install VOR/DME (B-EPA) . . . . .	2,524	2,525	2,378	147	-
<b>Chevery</b>					
Install LOC/DME (B-EPA) . . . . .	-	1,360	1,334	26	-
<b>Dorval</b>					
Replace Control Tower (B-EPA) . . . . .	9,894	9,895	8,632	1,263	-
<b>Québec</b>					
Consolidate TCU to Montréal ACC (B-EPA) . .	2,378	2,378	1,451	927	-
Replace Control Tower (C-PPA) . . . . .	-	8,546	753	610	7,183
<b>Roberval</b>					
Replace FSS (B-EPA) . . . . .	3,327	2,991	2,851	140	-
<b>ONTARIO</b>					
<b>Oshawa</b>					
Install VHF Localizer and Co-locate DME (B-EPA) . . . . .	1,072	1,035	349	686	-
<b>Sault Ste-Marie</b>					
Refurbish Control Tower (B-EPA) . . . . .	1,153	1,153	646	507	-
<b>Sudbury</b>					
Refurbish Control Tower (B-EPA) . . . . .	1,109	1,100	425	675	-
<b>Thunder Bay</b>					
ATB/FSS Complex and Regulatory Office (B-PPA)	-	3,870	481	2,673	716
Technical Services Building (B-PPA) . . . . .	-	1,456	1,226	230	-
<b>MANITOBA</b>					
<b>Winnipeg</b>					
Establish New Area Control Centre (B-EPA) .	27,345	27,260	27,068	192	-
Rebuild Tower (B-DA) . . . . .	3,195	2,905	2,338	567	-

**Figure 3-7: Details of Major Capital Projects - Aviation (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>AIR NAVIGATION SYSTEM (cont'd)</b>					
<b>ALBERTA</b>					
<b>Calgary</b>					
Air Operations Building/Control Tower (B-EPA) .....	16,376	16,376	16,232	144	-
<b>BRITISH COLUMBIA</b>					
<b>Pitt Meadows</b>					
Install DVOR/DME (B-EPA) .....	-	1,134	785	349	-
<b>Prince George</b>					
Replace ILS (B-EPA) .....	2,199	1,436	1,358	78	-
<b>Vancouver</b>					
Establish Project Team - Airside Capacity Enhancement (B-EPA) .....	1,413	1,413	1,240	173	-
<b>NORTHWEST TERRITORIES</b>					
<b>Coral Harbour</b>					
Relocate NDB (B-EPA) .....	-	1,113	243	870	-
<b>Norman Wells</b>					
ATB/FSS (B-EPA) .....	-	2,385	1,015	1,370	-
<b>AIRCRAFT SERVICES</b>					
<b>Headquarters - Ottawa</b>					
4. Turbojet and Simulator Acquisition (B-EPA)	59,680	52,744	47,015	5,729	-
Twin Otter Acquisition (B-EPA) .....	-	6,916	6,901	15	-
<b>ONTARIO</b>					
<b>Hamilton</b>					
New Flight Services Hangar (B-EPA) .....	10,499	10,870	1,309	9,561	-
<b>Ottawa</b>					
5. Renovation to Flight Services					
Hangar (B-EPA) .....	9,950	12,128	2,575	7,002	2,551
Paint Shop (A-EPA) .....	-	1,279	145	1,134	-
<b>MANITOBA</b>					
<b>Winnipeg</b>					
New Flight Services Hangar (B-EPA) .....	7,062	6,992	569	423	6,000
<b>AVIATION REGULATION</b>					
<b>Headquarters - Ottawa</b>					
National Air Carrier Information System Enhancement "A" (B-EPA) .....	1,234	1,234	1,231	3	-

4. and 5. See p. 3-16 for explanation of major changes in estimated costs.

## Explanation of Major Changes - Previously versus Currently Estimated Total Costs - Aviation

(thousands of dollars)				Previously Estimated Total Cost	Currently Estimated Total Cost	Increase/ (Decrease)
		From Page				
1.	<b>Headquarters - TC Costs Associated With TACAN Replacement Program</b>	3-13		4,455	3,142	<b>(1,313)</b>
	The reduction in estimated costs is due to a revised forecast in regional installation expenditures.					
2.	<b>Headquarters - Microwave Landing System (MLS)</b>	3-13		448,324	626,705	<b>178,381</b>
	This project undertook a change of scope between the time that PPA was granted by TB and the preparation of the EPA submission, namely the decision to have it amalgamated with the Toronto Island MLS.					
3.	<b>Headquarters - Canadian Airspace Management Simulator (CAMSIM)</b>	3-13		46,880	50,999	<b>4,119</b>
	The increase in TEC is due to the increase in project office costs and contract refinements.					
4.	<b>Ottawa - Turbojet and Simulator Acquisition</b>	3-15		59,680	52,744	<b>(6,936)</b>
	The reduction in the forecast TEC is attributed to the removal of the FST calculation in the previously estimated cost of this project.					
5.	<b>Headquarters-Ottawa - Renovation to Flight Services Hangar</b>	3-15		9,950	12,128	<b>2,178</b>
	The cost increase can be attributed to the considerable change in the design of the hangar to incorporate energy-saving initiatives resulting in a delay of 2 years and corresponding price increases.					



**Figure 3-8: Details of Major Capital Projects - Airports**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>NEWFOUNDLAND</b>					
<b>Deer Lake</b>					
Rehabilitate Runway 07-25 & Taxiway A (B-DA)	-	1,739	45	1,694	-
<b>St. John's</b>					
1. Resurface Aprons/Taxi General					
Aviation Area (B-DA)	1,604	3,311	203	1,703	1,405
<b>NOVA SCOTIA</b>					
<b>Halifax International Airport</b>					
Upgrade Climate Control (B-DA)	7,136	7,136	839	3,800	2,497
Restore Bell Boulevard (B-DA)	-	1,810	1,710	100	-
Implement Technical Data Centre (B-DA)	-	1,415	848	355	212
<b>NEW BRUNSWICK</b>					
<b>Moncton</b>					
Install Passenger Loading Bridge (B-DA)	1,188	1,188	52	1,136	-
<b>QUÉBEC</b>					
<b>Charlevoix</b>					
Overlay Runway 15-33, Taxiway A, & Apron 1 (C-DA)	1,493	2,269	123	-	2,146
<b>Regional Office - Dorval</b>					
Management of the Inuit Program (B-DA)	3,157	3,059	2,930	78	51
<b>St-Hubert</b>					
Overlay Runway 06-24, Taxiway F,G,H,P,T, and Parking Apron (B-DA)	2,734	2,140	2,140	-	-
<b>ONTARIO</b>					
<b>Lester B. Pearson International Airport</b>					
Replace Key Card Access Control (B-DA)	-	6,776	479	1,509	4,788
Replace Airside Illuminated Signs (B-DA)	-	1,027	-	1,027	-
Replace Electronic Parking Equipment (B-DA)	1,995	1,473	920	553	-
2. Terminal 1 Apron Slab Replacement (B-DA)	9,141	5,944	3,775	1,145	1,024
Modifications to Designated Exit Doors					
Terminal 1 (B-DA)	1,930	1,930	123	-	1,807
Airport Operations Centre (B-DA)	3,428	3,578	3,315	263	-
Provide Services - De-Icing Facility (C-PPA)	-	12,895	327	6,415	6,153
<b>Airside Development - Preliminary</b>					
Studies (C-PPA)	-	2,640	2,600	40	-
<b>Private Sector Redevelopment of Terminals - Preliminary Studies (C-PPA)</b>					
Replace Terminal 2 Fire Alarm System (B-DA)	1,771	1,817	112	-	1,705
Replace Terminal 1 Fire Alarm System (B-DA)	1,295	1,334	68	-	1,266
<b>Ottawa International Airport</b>					
Air Terminal Building Expansion (B-EPA)	56,744	56,744	53,320	3,424	-
Construction of Aircraft Stand (B-DA)	-	1,862	1,861	1	-
Restoration/Renovation Buildings T49 and T51 (B-DA)	3,649	3,649	50	-	3,599

1. and 2. See p. 3-19 for explanation of major changes in estimated costs.

**Figure 3-8: Details of Major Capital Projects - Airports (Cont'd)**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>ONTARIO (Cont'd)</b>					
<b>North Bay</b>					
Reconstruct Runway 18-36 (B-DA) . . . . .	-	2,463	141	2,322	-
<b>Thunder Bay</b>					
Interim Modifications to Terminal Building (B-DA)	1,422	1,230	1,230	-	-
3. Air Terminal Expansion & Flight Services Station (B-EPA) . . . . .	38,495	33,400	4,983	16,645	11,772
Groundside Development (B-DA) . . . . .	5,897	5,857	5,484	76	297
<b>Timmins</b>					
Improve and Expand Air Terminal Building (B-DA)	4,659	4,143	3,868	275	-
<b>MANITOBA</b>					
<b>Winnipeg International Airport</b>					
East Side Drainage (B-DA) . . . . .	-	1,996	1,242	754	-
Administration Building Modifications (B-DA)	7,050	7,043	5,859	1,184	-
Sargent Avenue Restoration (B-DA) . . . . .	-	1,253	38	1,215	-
<b>BRITISH COLUMBIA</b>					
<b>Boundary Bay</b>					
Reactivate Water System (B-DA) . . . . .	7,114	7,229	7,011	218	-
<b>Penticton</b>					
New Firehall (B-DA) . . . . .	-	1,246	915	331	-
<b>Quesnel</b>					
Construct New Air Terminal Building (B-DA) .	-	1,479	330	1,149	-
<b>Sandspit</b>					
Replace Air Terminal and Flight Services Station (C-DA) . . . . .	-	4,490	178	2,867	1,445
<b>Terrace</b>					
Air Terminal Building Renovations (B-DA) . . .	-	2,817	1,139	1,678	-
<b>NORTHWEST TERRITORIES</b>					
<b>Iqaluit</b>					
4. Resurface Runway 18-36, Taxiway B,C,D Apron 11 (B-EPA) . . . . .	15,019	11,697	5,284	6,413	-
<b>Norman Wells</b>					
5. Construct Terminal Building and Related Works (B-DA) . . . . .	7,677	6,268	4,099	2,169	-
Apron Expansion (B-DA) . . . . .	4,005	4,004	2,637	1,367	-
<b>ECONOMIC STATEMENT</b>					
Strategic Capital Investment Initiatives - Northern Airports . . . . .	-	20,000	-	5,000	15,000

Note: Projects at Montréal, Calgary, Edmonton and Vancouver International Airports have not been included as these airports have been transferred to local airport authorities.

3., 4. and 5. See p. 3-19 for explanation of major changes in estimated costs.

## Explanation of Major Changes - Previously versus Currently Estimated Total Costs - Airports

(thousands of dollars)			Previously Estimated Total Cost	Currently Estimated Total Cost	Increase/ (Decrease)
		From Page			
1.	<b>St. John's</b> - Resurface Aprons/Taxi General Aviation Area	3-17	1,604	3,311	1,707
	Improperly reported in 1992-93 Main Estimates. The currently Estimated Cost should have read 3,311 not 1,604.				
2.	<b>Lester B. Pearson</b> - Terminal 1 Apron Slab Replacement	3-17	9,141	5,944	(3,197)
	The requirements for the future year phases of this project are being re-evaluated.				
3.	<b>Thunder Bay</b> - Air Terminal Expansion and Flight Service Station.	3-18	38,495	33,400	(5,095)
	The 1992-93 currently estimated total cost included the Aviation Activity's portion of the project. Starting in 1993-94, joint projects will be reported separately by each activity.				
4.	<b>Iqaluit</b> - Resurface Runway 18-36, Taxiway B,C,D Apron 11	3-18	15,019	11,697	(3,322)
	The decrease in the currently estimated total cost is due to lower than anticipated tenders.				
5.	<b>Norman Wells</b> - Construct Terminal Building and Related Works	3-18	7,677	6,268	(1,409)
	The 1992-93 currently estimated total cost included the Aviation Activity's portion of the project. Starting in 1993-94, joint projects will be reported separately by each activity.				

**Figure 3-9: Details of Major Capital Projects - Departmental Administration**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>Finance &amp; Administration</b>					
<b>Headquarters - Ottawa</b>					
1. Integrated Departmental Financial System (B-EPA) . . . . .	17,557	41,700	4,301	15,140	22,259
Telecommunications - Tower C (B-EPA) . . . .	5,157	5,157	2,448	1,347	1,362
<b>Personnel</b>					
<b>Headquarters - Ottawa</b>					
Transport Integrated Personnel System - TIPS (B-EPA) . . . . .	6,667	6,667	6,002	338	327
<b>Cornwall, Ontario</b>					
Computer Based Training (B-EPA) . . . . .	2,330	2,362	1,100	1,046	216
2. Replace Air Traffic Control Tower Simulator (C-EPA) . . . . .	5,000	7,146	141	6,846	159

**Figure 3-10: Details of Major Capital Projects - Policy and Coordination**

(thousands of dollars)	Previously Estimated Total Cost	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Require- ments
<b>NOVA SCOTIA / P.E.I.</b>					
<b>Caribou, NS / Wood Islands, PEI</b>					
Northumberland Ferry & Terminals (B-EPA) . . . . .	64,615	64,615	50,148	9,706	4,761

1. and 2. See p. 3-21 for explanation of major changes in estimated costs.

**Explanation of Major Changes - Previously versus Currently Estimated Total Costs -  
Departmental Administration**

(thousands of dollars)

	From Page	Previously Estimated Total Cost	Currently Estimated Total Cost	Increase/ (Decrease)
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**Finance and Administration**

1.	<b>Headquarters</b> - Integrated Departmental Financial System	3-20	17,557	41,700	24,143
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The increase in the current estimated cost is due to both: a) more refined estimates (Class D to Class B), and b) more significantly due to a scope change. In the previous estimate, workstation and LAN costs were to be provided by the Department internally. This, however, did not materialize due to deficit reduction and, therefore, had to be incorporated within the project itself.

**Personnel**

2.	Replace Air Traffic Control Tower Simulator	3-20	5,000	7,146	2,146
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The increase in costs over the previous estimate is due to updated costing of the project and the application of inflation factors.



## Major Crown Projects Addendum

A number of projects in Transport Canada's capital program qualify for Major Crown Project (MCP) status. Reports are provided below.

### a. Modernization of the CCGS *Louis S. St-Laurent*

**Description:** The modernization of the CCGS *Louis S. St-Laurent* is intended to ensure reliability in meeting program requirements for the next 20 years. The overall objective of the modernization is to provide the Canadian Coast Guard Fleet with a cost effective, reliable triple-screw icebreaker that requires fewer resources to operate. The component objectives are the following: increase icebreaking efficiency, reduce fuel consumption, reduce the crewing complement, improve response capability, enhance the safety of the escort duties and replace asbestos insulation with an approved material. Some corroded steelwork that was discovered after the removal of the redundant machinery will also be replaced.

### Lead and Participating Departments

- Lead Authority:
- Service Department:
- Third Party:

Transport Canada  
Supply and Services Canada  
Industry, Science and Technology Canada

### Major Milestones:

### Dates

- Award of Contract Definition (CD) (Design) January 1988
- Submission of Detailed Design by Contractor for Government Approval Fall 1988
- Vessel modernization and delivery March 1993

**Summary of Costs:** The non-recurring costs associated with the approved project are:

(thousands of dollars)	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Requirements
CCGS <i>Louis S. St-Laurent</i> Modernization	132,495	126,485	6,010	-

**Achievements:** All systems installed. Vessel currently undergoing set-to-work and testing in preparation for sea trials. Delivery of vessel expected mid-to-late March 1993.

**Sensitivity:** In view of the technology to be used, there is little risk associated with the project. With respect to the financial aspects of the contract, Halifax - Dartmouth Industries Limited (H-DIL) has committed to include all "work arisings" that may occur in relation to the five major systems. In the case of the steelwork replacement, the Crown will use the standard "work arising" process.

## b. Radar Modernization Project (RAMP)

**Overview:** In June 1983, the government approved the procurement and installation of 24 new terminal surveillance radar systems, 17 new independent secondary surveillance radar systems, 29 new display site equipment, and 10 radar data processing and display systems.

### Lead and Participating Departments

- Sponsoring Department: Transport Canada
- Contracting Authority: Supply and Services Canada
- Participating Department: Industry Science and Technology Canada

### Major Milestones

#### Dates

- PAD Approval July 1979
- Preliminary Project Approval July 1981
- Effective Project Approval July 1983
- Production/Construction Contract Award May 1984
- First System Commissioned August 1989
- System Delivery to First Operational Site January 1990

**Summary of Costs:** The non-recurring costs associated with the approved project are:

(thousands of dollars)

	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Requirements
RAMP	810,504	769,737	25,000	15,767

**Achievements:** To date, the project's direct socio-economic benefits are reported at \$199.9 million and the offset benefits are reported at \$180.0 million. Benefits to small businesses are reported at \$27.3 million and capital investment is reported at \$6.0 million. The regional distribution of the direct and offset benefits of radar and display site equipment is reported as follows:

- Atlantic \$ 24.6 million
- Québec \$105.8 million
- Ontario \$175.2 million
- West \$ 74.1 million

Civil work has been completed at 41 sites across Canada. Radar Site Equipment (RSE) has been installed at 35 sites. The RAMP Project Office (RPO) has accepted 32 RSE sites on behalf of Transport Canada. There are 3 RSE systems operating to date: Goose Bay (August 1989), Holberg (August 1992) and Calgary (September 1992). All 10 Radar Data Processing Systems (RDPS) have been installed, tested and inspected. All of the display site equipment (DSE) has been delivered. Twenty-five (25) DSE systems have been installed and tested. The Calgary site was commissioned with the Display Site Equipment on September 1, 1992. The first RDPS was commissioned by December 1992. The RSE's will be commissioned in 1992, 1993 and 1994.

### c. Canadian Automated Air Traffic System (CAATS) Project

**Overview:** The procurement strategy for CAATS was approved in June 1988, for operational flight data processing systems at the seven area control centres, including equipment for terminal control units, 60 airport control towers and at the altitude reservation unit and the procurement of common controller workstations at the seven area control centres and two terminal control units. Also to be procured are non-operational flight data processing systems and common controller workstations for regional operational training at the Transport Canada Training Institute, Cornwall, for the Research and Experimentation Centre at Ottawa International Airport, and for the Technical Systems Centre, Ottawa.

The overall objective of this project is to replace the existing system's infrastructure used for flight data processing and display with a state-of-the-art integrated air traffic control system capable of meeting the following requirements:

- enable the Aviation Activity to reduce significantly the projected long-term growth in personnel, operations and maintenance costs;
- meet future growth-related demands for air traffic services at such levels of service necessary to maintain or increase safety;
- enable air traffic controllers to operate more efficiently, and at increased levels of productivity, through the use of modern and reliable controller workstations; and,
- provide significant benefits to users by reducing air traffic delays and by providing more energy-efficient routes, improved aircraft movement information and flight planning services.

Effective Project Approval was obtained on November 23, 1989, for a total estimated cost of \$658,658,000. A comprehensive benefit/cost analysis was completed and shows a ratio of 2:1 (Benefits:Costs).

#### Lead and Participating Departments

- Sponsoring Department: Transport Canada
- Contracting Authority: Supply and Services Canada
- Participating Department: Industry, Science and Technology Canada

#### Major Milestones

#### Dates

- PAD Approval May 1985
- Price and Availability Enquiry Solicitation May 1987
- Request for Proposal February 1989
- Preliminary Project Approval May 1989
- Effective Project Approval November 1989
- Production/Construction Contract Award December 1989
- Digital Equipment of Canada (DEC) System Design Review December 1990

**Summary of Costs:** The non-recurring costs associated with the approved project are:

(thousands of dollars)	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Requirements
CAATS	658,658	199,696	110,000	348,962

**Achievements:** The contract was awarded to Hughes Aircraft of Canada and design work has commenced. The System Requirements Review was successfully conducted in June 1990, the System Design Review in December 1990 and the Software Specification Review in November 1992. The next milestone is the Preliminary Design Review scheduled for June 1993.

#### d. Microwave Landing System Project (MLS)

**Overview:** The Microwave Landing System (MLS) is a new electronic precision approach and landing system which was adopted for international use by the International Civil Aviation Organization (ICAO) in 1978.

With MLS, the reliability of precision approach service in general will increase, while the interference presently experienced with FM broadcast will disappear. MLS will contribute to the advanced automation of the air traffic control system and will form part of the solution to increasing airport capacity problems of the future, enhancing the overall safety of flight in the terminal airspace. The major benefits of MLS will accrue to the user community, mainly the large commercial air carriers. The benefits include reduction in the number of flight disruptions with associated cost savings, and an increase in safety and flight path benefits.

#### Lead and Participating Departments

- Sponsoring Department: Transport Canada
- Contracting Authority: Supply and Services Canada
- Participating Departments: Industry Science and Technology Canada  
Atlantic Canada Opportunities Agency  
Western Diversification Office  
Federal Office of Regional Development - Québec

#### Major Milestones

#### Dates

- Approval in Principle June 1985
- Preliminary Project Approval July 1989
- Amended Preliminary Project Approval September 1991
- Effective Project Approval - Phase I July 1992
- Contract Award - Demonstration Procurement March 1993
- Contract Award - CAT I, II, III June 1993

**Summary of Costs:** The non-recurring costs estimated for the project are:

(thousands of dollars)	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1993	Estimates 1993-94	Future Years' Requirements
MLS	626,705	16,624	31,250	578,831

**Achievements:** The government's decision to direct the contract for the MLS in Phase I to Micronav Int'l Inc. of Sydney, Nova Scotia, recognizes the opportunity to support Atlantic Canada regional benefits and will lead to employment opportunities.



#### 4. Transfer Payments

Planned transfer payments of \$332.5 million in 1993-94 represent 15.8% of total net budgetary expenditures for the Department. Figure 3-11 provides a comparative summary information on the levels of grants and contributions, distributed among the Department's activities. Figures 3-12 to 3-17 provide multi-year comparative listings of all grants and contributions made by the Department.

**Figure 3-11: Transfer Payments by Activity**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92	For details See page
<b>Policy and Coordination</b>				
Grants	18,402	19,623	18,865	
Contributions*	262,295	142,786	131,401	
	280,697	162,409	150,266	3-27
<b>Canadian Coast Guard</b>				
Grants	17	19	18	
Contributions	1,725	1,820	1,575	
	1,742	1,839	1,593	3-28
<b>Aviation</b>				
Grants**	22	25	79	
Contributions	579	1,237	764	
	601	1,262	843	3-29
<b>Airports</b>				
Grants	-	-	-	
Contributions	39,810	32,800	31,223	
	39,810	32,800	31,223	3-29
<b>Surface</b>				
Grants	-	-	-	
Contributions	9,213	7,837	11,514	
	9,213	7,837	11,514	3-30
<b>Departmental Administration</b>				
Grants	27	40	20	
Contributions	369	385	306	
	396	425	326	3-30
<b>Total Department</b>				
Grants	18,468	19,707	18,982	
Contributions	313,991	186,865	176,783	
<b>Total Transfer Payments</b>	332,459	206,572	195,765	
<b>% Change Over Previous Year</b>	60.9	5.5		

\* Includes statutory payment of \$ 3,812,000 in 1993-94 in respect of termination of tolls at Victoria Bridge (\$3,055,000 in 1992-93 and \$2,908,327 in 1991-92).

\*\* Rounded figure.



**Figure 3-12: Details of Transfer Payments - Policy and Coordination**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Grants</b>			
Province of British Columbia in respect of the provision of ferry and coastal freight and passenger services	18,401,400	19,572,815	18,814,587
Grant to the Institute of Risk Research at the University of Waterloo, in furtherance of the objectives of the research and development program of Transport Canada	-	50,000	50,000
	18,401,400	19,622,815	18,864,587
<b>Contributions</b>			
Transportation Association of Canada	144,000	343,000	371,175
Canadian Airport Communities Association	-	-	125,000
Program of Assistance for the transportation of Disabled Persons	-	-	1,134,864
National Strategy for the Integration of Persons With Disabilities	4,750,000	3,465,000	-
Highway Improvements under General Development Agreements/ERDA Agreements			
- Newfoundland	-	5,794,000	18,500,002
- Québec	10,385,000	16,979,116	3,465,500
Transportation Research and Demonstrations under the Québec ERDA	292,500	362,000	-
Highway Improvement Programs			
- Nova Scotia	5,000,000	12,000,000	7,770,701
- New Brunswick	6,668,000	5,900,000	21,100,000
- Québec	-	-	409,875
- Yellowhead Highway	-	-	918,184
Trans-Canada Highway Agreement - Newfoundland	30,000,000	31,000,000	-
Newfoundland Regional Trunk Roads	21,000,000	20,976,360	-
Newfoundland Railway Termination/Land Surveys	-	540,000	35,466,173
Prince Edward Island Co-op Transportation Development Agreement	3,793,000	3,396,640	4,646,000
Northern Québec Maritime Transportation Infrastructure	54,000	150,000	-
National Safety Code for commercial motor carriers	-	2,628,500	3,836,361
Ferry and Coastal Passenger and Freight Services	17,113,500	12,995,663	12,623,674
Payment to the Canadian Wheat Board for the acquisition and leasing of hopper cars for the transportation of grain in Western Canada	14,029,200	15,958,000	14,926,796
Newfoundland Supplementary Pensions	1,610,000	1,600,000	1,579,127
Intercolonial and Prince Edward Island Railway Employees' Provident Fund	1,624,000	1,500,000	1,435,408
Third Summit Conference of the Major Cities of the World	-	-	100,000
High-Speed Rail (Québec-Windsor Corridor)	750,000	1,100,000	-
Western Owners/Operators Association	-	12,500	12,500
Canadian Trucking Research Institute	850,000	1,050,000	50,000
Canadian Cooperative of Independent Truck Owner/Operators	420,000	1,380,000	-
National Coalition of Owner/Operator Associations	-	600,000	21,670
Strategic Capital Investment Initiatives - Highways	140,000,000	-	-
Victoria Jubilee Bridge (Statutory)	3,812,000	3,055,000	2,908,327
	262,295,200	142,785,779	131,401,337
<b>Total Transfer Payments</b>	<b>280,696,600</b>	<b>162,408,594</b>	<b>150,265,924</b>

**Figure 3-13: Details of Transfer Payments - Canadian Coast Guard**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Grants</b>			
Grant to the Writers' Federation of Nova Scotia for the Evelyn Richardson Memorial Literary Award	150	150	150
Grants to institutions assisting sailors:			
Welland Canal Mission for Sailors	300	300	300
Missions to Seamen, Toronto, Ontario	300	300	300
Seamen's Mission Society, Saint John, N.B.	200	200	200
British Sailor's Society (Canada)	10,000	10,000	10,000
Mariners' House of Montréal, Montréal, Qué.	600	600	600
Missions to Seamen, Lakehead Branch	300	300	300
Missions to Seamen, Sarnia and Windsor	300	300	-
Seafarers' Club, Prince Rupert, B.C.	-	-	-
Grant to the Canada Safety Council for the promotion of boating safety	1,500	1,667	1,667
Grant to the Canadian Port and Harbour Association	3,555	5,000	5,000
	17,205	18,817	18,517
<b>Contributions</b>			
Contribution to the Canadian Red Cross Society in respect of its boating safety program	225,000	250,000	250,000
Payment to the Regional Canadian Marine Rescue Auxiliary Associations for the provision of voluntary search and rescue services and the promotion of boating safety through accident prevention and education	1,500,000	1,510,000	1,224,440
Contribution to the Council of Forest Industries of B.C.	-	-	90,000
Contribution to the Town of Botwood	-	-	10,000
Contribution to Corporation St. Laurent/Grands Lac	-	15,000	-
International Business Conference Exhibition	-	5,000	-
Ports Canada Computer Conference	-	5,000	-
City of Corner Brook, Newfoundland	-	10,000	-
Inuit Circumpolar Conference	-	25,000	-
	1,725,000	1,820,000	1,574,440
<b>Total Transfer Payments</b>	<b>1,742,205</b>	<b>1,838,817</b>	<b>1,592,957</b>

**Figure 3-14: Details of Transfer Payments - Aviation**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Grants</b>			
Aero Club of Canada (formerly Royal Canadian Flying Clubs Association)	22,500	25,000	25,000
L'Association des Gens de l'Air du Québec	-	-	4,000
Airshow Canada	-	-	50,000
	22,500	25,000	79,000
<b>Contributions</b>			
Air Cadet League of Canada for Cadet Training Scholarships	22,500	25,000	25,000
Payments to other governments or international agencies - Denmark/Iceland Agreement - provision of meteorological, communication and aeronautical mobile services in remote areas of Iceland and Greenland	450,000	500,000	102,031
Contributions to flying clubs, schools and instructors	106,200	112,000	100,591
Contribution to La Société de Développement de la Baie James (SDBJ) for the construction of a facility to house a Flight Service Station (FSS) at La Grande Rivière Airport	-	600,000	500,000
Recreational Aircraft Association	-	-	36,000
	578,700	1,237,000	763,622
<b>Total Transfer Payments</b>	<b>601,200</b>	<b>1,262,000</b>	<b>842,622</b>

**Figure 3-15: Details of Transfer Payments - Airports**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Contributions</b>			
Contributions for the operation of municipal or other airports	13,974,300	15,100,000	13,789,080
Contributions to assist in the establishment of, or improvements to, municipal, local, local/commercial, or other airports and related facilities			
Québec - Nouveau-Québec Inuit Airports	7,250,400	900,000	4,941,549
Newfoundland - Contributions to construct runways and related facilities in Labrador	450,000	100,000	998,203
Other contributions to assist in the establishment of, or improvements to, municipal, local, local/commercial, or other airports and related facilities	18,000,000	16,500,000	11,494,458
Contribution for the Airport Transfer Feasibility Studies*	135,000	200,000	-
<b>Total Transfer Payments</b>	<b>39,809,700</b>	<b>32,800,000</b>	<b>31,223,290</b>

\* Transferred from Departmental Administration to Airports in 1992-93.

**Figure 3-16: Details of Transfer Payments - Surface**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Contributions</b>			
Payments in support of Grade Separations approved under the Railway Safety Act (formerly Railway Relocation and Crossing)	-	400,000	2,841,713
Payments in support of Crossing Improvements approved under the Railway Safety Act	9,000,000	7,175,000	8,470,963
Contributions to selected research agencies to assist them in undertaking research projects and studies which contribute to the traffic accident countermeasure development program	78,300	-	51,022
Contributions to the Railway Association of Canada for Operation Lifesaver	135,000	175,000	150,000
Regina Railway Relocation	-	87,000	-
<b>Total Transfer Payments</b>	<b>9,213,300</b>	<b>7,837,000</b>	<b>11,513,698</b>

**Figure 3-17: Details of Transfer Payments - Departmental Administration**

(dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Grants</b>			
National Transportation Week Committee	27,000	40,000	20,000
	27,000	40,000	20,000
<b>Contributions</b>			
Contributions for the Airport Transfer Feasibility Studies*	-	-	59,769
Contribution to the International Aviation Management Training Institute (IAMTI)	292,500	315,000	176,440
Contribution to the International Civil Aviation Organization (ICAO)	63,000	70,000	70,000
Contribution to the International Decade for Natural Disaster Reduction	13,500	-	-
	369,000	385,000	306,209
<b>Total Transfer Payments</b>	<b>396,000</b>	<b>425,000</b>	<b>326,209</b>

\* Transferred from Departmental Administration to Airports in 1992-93

## 5. Revenue

Transport Canada has vote-netting authority of \$941.3 million for 1993-94. This decreases the requirement for funding through appropriations by 30.9% of gross budgetary program expenditures. Certain other revenues collected by Transport Canada are not available to the Program and are credited directly to the Consolidated Revenue Fund (CRF).

Figure 3-18 provides a summary of both vote-netted and CRF revenues by Activity.

**Figure 3-18: Summary of Revenues by Activity**

(thousands of dollars)	Estimates 1993-94	% of Total	Forecast 1992-93	Actual 1991-92
<b>Vote-netted Revenue</b>				
Policy and Coordination	-	-	-	-
Canadian Coast Guard	31,757	3.4	30,550	14,087
Aviation	597,503	63.5	600,516	476,260
Airports	292,997	31.1	386,950	540,358
Surface	310	-	534	-
Departmental Administration	18,714	2.0	19,073	17,090
	<b>941,281</b>	<b>100.0</b>	<b>1,037,623</b>	<b>1,047,795</b>
% Change over Previous Year	(9.3)		(1.0)	
<b>Revenue Credited to the CRF</b>				
Policy and Coordination	118,582		112,224	112,224
Canadian Coast Guard	6,939		20,106	38,607
Aviation	-		1,201	902
Airports	400		400	1,467
Surface	-		-	1,167
Departmental Administration	-		-	1,445
	<b>125,921</b>		<b>133,931</b>	<b>155,812</b>
<b>Total Revenues</b>	<b>1,067,202</b>		<b>1,171,554</b>	<b>1,203,607</b>
% Change over Previous Year	(8.9)		(2.7)	

A summary of revenues/recoveries/air transportation tax by source and activity is provided in Figure 3-19. Details concerning specific, as well as generic, sources of revenues/recoveries are contained in the narrative that starts on p. 3-33.



**Figure 3-19: Summary of Revenue by Source**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>A. Vote-Netted Revenues and Recoveries</b>			
1. Revenues: Sources External to Federal Government			
Canadian Coast Guard	28,813	27,139	8,622
Aviation	38,470	36,575	33,472
Airports	290,047	384,000	479,064
Surface	310	534	-
Departmental Administration	186	190	174
	357,826	448,438	521,332
2. Recoveries: Sources within Federal Government			
External to Transport Canada			
Canadian Coast Guard	2,944	3,411	5,460
Aviation	119	119	266
Airports	1,943	1,943	1,909
Departmental Administration	1,630	2,197	1,803
	6,636	7,670	9,438
3. Air Transportation Tax *			
Aviation	543,189	547,024	427,816
Airports	-	-	58,092
	543,189	547,024	485,908
4. Recoveries: Intra-Departmental			
Canadian Coast Guard	-	-	5
Aviation	15,725	16,798	14,706
Airports	1,007	1,007	1,293
Departmental Administration	16,898	16,686	15,113
	33,630	34,491	31,117
<b>Total Vote-Netted Revenues and Recoveries</b>	<b>941,281</b>	<b>1,037,623</b>	<b>1,047,795</b>
<b>B. Receipts Credited to Consolidated Revenue Fund</b>			
Policy and Coordination	118,582	112,224	112,224
Canadian Coast Guard	6,939	20,106	38,607
Aviation	-	1,201	902
Airports	400	400	1,467
Surface	-	-	1,167
Departmental Administration	-	-	1,445
<b>Total Credits to Consolidated Revenue Fund **</b>	<b>125,921</b>	<b>133,931</b>	<b>155,812</b>
<b>Total Revenues</b>	<b>1,067,202</b>	<b>1,171,554</b>	<b>1,203,607</b>

\* In order to retain financial and performance comparability, the decision to reduce and display Airports' appropriations at zero, required that Aviation receive a commensurate increase in ATT allocation in 1991-92. However, beginning in 1992-93, a new methodology for the allocation of ATT attributes the full amount to Aviation.

\*\* Receipts credited to Consolidated Revenue Fund are not available for use by the Department.

## Details of Major Sources of Revenues/Recoveries

To gain a further appreciation of the nature of Transport revenues and recoveries, details are provided for the three activities that generate 98.0% of total amounts collected.

**Canadian Coast Guard:** Figure 3-20 provides revenue details on the Canadian Coast Guard Activity. Note that CRF revenues are not available to the Program.

**Figure 3-20: Canadian Coast Guard Revenues/Recoveries**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93*	Actual 1991-92
<b>Revenues</b>			
Arctic Resupply	12,300	10,414	8,622
Wharfage and Harbour Dues	11,773	11,382	-
Ship Safety and Registration Tariffs	2,662	3,174	-
Marine Radio Traffic Revenue	2,078	2,169	-
<b>Total Revenues</b>	<b>28,813</b>	<b>27,139</b>	<b>8,622</b>
<b>Recoveries</b>			
Arctic Resupply	1,200	1,912	4,485
Employee Deductions for Housing Rentals	470	458	418
Prescott Shops Operations	90	80	99
Recovery from DOE	26	30	32
Recovery from DFO	1,154	394	426
Miscellaneous	4	537	5
<b>Total Recoveries</b>	<b>2,944</b>	<b>3,411</b>	<b>5,465</b>
<b>Total Vote-netted Revenue</b>	<b>31,757</b>	<b>30,550</b>	<b>14,087</b>
<b>Revenue Credited to Consolidated Revenue Fund (CRF)</b>			
Wharfage and Harbour Dues	-	-	11,849
Ship Safety and Registration Dues	-	-	2,885
Marine Radio Traffic Revenue	-	-	1,766
Charter of Cable Repair Ship	6,925	10,476	10,642
Interest on Investment	-	17	25
Other	14	9,613	11,440
<b>Total CRF Revenue</b>	<b>6,939</b>	<b>20,106</b>	<b>38,607</b>
<b>Total Revenue</b>	<b>38,696</b>	<b>50,656</b>	<b>52,694</b>

\* In 1992-93 certain revenues which had previously been CRF were converted to vote-netting revenues.

**Aviation and Airports:** Approximately 94.6% of vote-netted revenues originate with the Aviation and Airports Activities. Following is a discussion of major sources.

**Rentals, Concessions and Parking:** Rentals revenue comes from leasing building space (airline offices, ticket counters, etc.) and airport land to the airlines and general aviation. A fixed charge per unit of occupied area is the basis for the rent. Concessions revenue comes from retail operations such as restaurants, car rentals, duty free, gift and other shops. These revenues are assessed as a percentage of sales and/or a guaranteed annual payment by a public tender process. Car parking facilities are generally operated under management contract. Parking fees are based on local parking rates.

**Air Transportation Tax:** This tax is paid by the passenger at the time a ticket is purchased and is applicable to most commercial airline traffic. Revenue Canada Customs and Excise collects this tax and transfers to the Program funds equivalent to tax collections. The method of allocating tax revenue between Airports and Aviation has recently been revised. In past years, an interim allocation method for Airports provided only sufficient tax to reduce Airports appropriations to zero. The balance of Air Transportation Tax was allocated to the Air Navigation Services sub-activity of Aviation. In 1992-93, a new methodology attributes the full amount of ATT to Aviation.

Other major vote-netting revenue sources are aircraft landing fees and general terminal fees levied on aircraft using air terminal buildings at international and national airports. In addition, beginning in 1992-93, lease payments are received for those airports transferred to local airport authorities.

Figures 3-21 and 3-22 provide further details on revenues/recoveries and Air Transportation Taxes for the Aviation and Airports Activities, respectively.

**Figure 3-21: Aviation Revenues/Recoveries**

(thousands of dollars)	1993-94 Main Estimates				1992-93 Forecast Total	1991-92 Actual Total
	Air Navi- gation Services	Regula- tory Services	Aircraft Services	Total		
<b>Revenues</b>						
Sales, Rentals and Licences	1,973	868	-	2,841	2,687	2,305
International En Route Fees	35,140	-	-	35,140	33,047	30,134
Other Service Fees	118	-	24	142	494	767
Services Outside Canada (Regulatory Approvals)	-	347	-	347	347	266
<b>Total Revenues</b>	37,231	1,215	24	38,470	36,575	33,472
<b>Recoveries</b>						
Canadian Coast Guard	332	-	15,393	15,725	16,798	14,706
- Helicopters and Telecommunication Services						
Atmospheric Environment Service	119	-	-	119	119	266
- Electronics Maintenance/ Weather Observation						
<b>Total Recoveries</b>	451	-	15,393	15,844	16,917	14,972
<b>Air Transportation Tax</b>	543,189	-	-	543,189	547,024	427,816
<b>Total Revenues, Recoveries and Air Transportation Tax</b>	580,871	1,215	15,417	597,503	600,516	476,260
<b>% Change from Previous Year</b>				(0.5)	26.1	

**Figure 3-22: Airports Revenues/Recoveries**

(thousands of dollars)

	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Revenues</b>			
Rentals <sup>1</sup>	40,850	47,600	65,451
Concessions <sup>1 2</sup>	87,941	111,800	178,885
Landing Fees	78,043	107,100	137,482
General Terminal Fees	39,538	58,700	80,075
Miscellaneous <sup>3</sup>	8,418	11,300	17,171
Lease Payments	35,257	47,500	-
<b>Total Revenues</b>	<b>290,047</b>	<b>384,000</b>	<b>479,064</b>
<b>Recoveries</b>			
Air Navigation Services Accommodation and Maintenance Services <sup>3</sup>	1,007	1,007	1,293
Environmental Services Program Weather Services	656	656	622
RCMP <sup>2</sup>	1,287	1,287	1,287
<b>Total Recoveries</b>	<b>2,950</b>	<b>2,950</b>	<b>3,202</b>
<b>Air Transportation Tax</b>	<b>-</b>	<b>-</b>	<b>58,092</b>
<b>Total Revenues, Recoveries and Air Transportation Tax</b>	<b>292,997</b>	<b>386,950</b>	<b>540,358</b>
<b>% Change from Previous Year</b>	<b>(24.3)</b>	<b>(28.4)</b>	

Notes: Errors occurred in the distribution of revenues and recoveries as reported in 1991-92 Public Accounts. The distribution reported in Figure 3-22 above is correct. The changes are as follows:

1. \$13,149 thousands of dollars reported as rentals revenue in Public Accounts should have been reported as concessions revenue.
2. \$1,287 thousands of dollars reported as rentals revenue in Public Accounts should have been reported as recoveries from the RCMP.
3. \$1,293 thousands of dollars reported as miscellaneous revenue in Public Accounts should have been reported as recoveries of Air Navigation Services Accommodation and Maintenance Services.

## 6. Loans, Investments and Advances

From time to time, the government makes non-budgetary loans, investments and advances (LIA) to Crown corporations and other corporations in which the government has an interest. These LIA further other government objectives and are repayable in full with interest. The Department's financial resources and operations are not affected by the levels of LIA. Summary data are presented in Figure 3-23.

**Figure 3-23: Loans, Investments and Advances**

(thousands of dollars)	Estimates 1993-94	Forecast 1992-93	Actual 1991-92
<b>Loans</b>			
<b>Policy and Coordination</b>			
Payment to Canada Ports Corporation re Interport Loan Fund Investment	-	20,000	30,000

The various loans currently outstanding are summarized in Figure 3-24. All interest collected from these loans is credited to the Consolidated Revenue Fund.

**Figure 3-24: Outstanding Loans by Debtor and Purpose**

(dollars)	Balance Mar 31/93	Maturity Dates	Interest Rates	Scheduled Repayment 1993-94	
				Principal	Interest
<b>Policy and Coordination</b>					
<b>Loans to the Canada Ports Corporation for the following major ports</b>					
St. John's	1,083,302	2000	9.330	88,777	109,355
Saint John	6,665,062	2000	12.430		828,467
	4,243,084	1998	11.125		472,043
	1,973,102	1998	11.000		217,041
	4,601,413	1999	11.875		546,418
	2,569,795	2005	11.625		298,739
	20,052,456				2,362,708
Prince Rupert	1,882,725	2009	9.630	47,042	185,637
	2,352,492	2009	9.570	59,106	230,544
	12,312,122	2010	10.140	259,449	1,280,461
	16,547,339			365,597	1,696,642
Belledune	645,212	2000	6.440	64,167	41,552
Chicoutimi	480,844	2000	9.090	43,458	43,709
Montréal	5,180,753	2000	6.250	518,764	323,797
Vancouver	2,989,951	2000	7.500	288,219	224,246
<b>Total Loans to Ports</b>	<b>46,979,857</b>			<b>1,368,982</b>	<b>4,802,009</b>



**Figure 3-24: Outstanding Loans by Debtor and Purpose (Cont'd)**

(dollars)	Balance Mar 31/93	Maturity Dates	Interest Rates	Scheduled Repayment 1993-94	
				Principal	Interest
Loans to Saint John Harbour Bridge Authority					
Saint John Harbour Bridge Authority	30,488,611	-	NIL	161,155	NIL
Loans to Other Crown Corporations					
Canadian National Railway Company	117,017,077	1999	8.750	17,391,129	9,866,707
Total Policy and Coordination	194,485,545			18,921,266	14,668,716
Canadian Coast Guard					
Loans to Harbour Commissions Hamilton	375,000	2000	4.125	50,000	14,953
Total Canadian Coast Guard	375,000			50,000	14,953
Total Program	194,860,545			18,971,266	14,683,669

Notes: The loan to Air Canada which appeared in previous Part IIIs became the responsibility of the Minister of State for Finance (Privatization and Regulatory Affairs) in 1989. It was reported in error in Transport Canada's 1991-92 and 1992-93 Part III. Prepayments made in 1992 resulted in a decrease to the Loan to the Port of St. John's, Newfoundland and the total payment of the Loan to the Port of Halifax, Nova Scotia.

## 7. Net Cost of Program

The Department's Estimates include only those expenditures to be charged to the voted appropriations and statutory payments, less the receipts and revenues credited to the vote. Other cost items, as well as receipts credited to the Consolidated Revenue Fund, must also be considered in determining the full cost of operating the Program.

**Figure 3-25: Estimated Net Budgetary Cost of the Program for 1992-93**

(thousands of dollars)	Main Estimates 1993-94 (Gross)	Add Other Costs	Total Program Cost	Less Revenue	<u>Estimated Net Program Cost</u>	
					1993-94	1992-93*
Total Department	3,048,147	98,480	3,146,627	1,067,202	<b>2,079,425</b>	1,932,970
% Change Over Previous Year					<b>7.6</b>	

\* Departments that report a provision of services free of charge to Transport Canada do not provide forecast or actual data. The 1992-93 net program cost is an interpolation based on best available data.

Figure 3-26 details those services provided without charge to the Department that make up the "Other Costs" in Figure 3-25. A summary of revenues credited to the vote, and receipts credited to the Consolidated Revenue Fund, i.e. the "Revenue" column, above, was provided in Figure 3-19, p. 3-32.

**Figure 3-26: Services Provided Without Charge By Other Departments**

(thousands of dollars)	Estimates 1993-94	Estimates 1992-93	Estimates 1991-92
Accommodation provided by the Department of Public Works*	<b>49,072</b>	43,338	55,598
Accounting and cheque issue services provided by the Department of Supply and Services	<b>2,174</b>	2,017	2,091
Contributions covering employees' share of insurance premium and cost provided by Treasury Board	<b>38,663</b>	38,315	37,447
Employee Compensation Payments provided by the Department of Labour	<b>6,471</b>	5,640	4,569
Salary and associated costs of legal staff provided by the Department of Justice**	<b>2,100</b>	-	-
Total Costs of Services Provided by Other Departments	<b>98,480</b>	89,310	99,705

\* 1991-92 Estimates inadvertently included Taxes and Operating expenses twice. The figure should have read \$42,480.

\*\* Amounts for 1991-92 and 1992-93 were not available.

## B. Other Information

### 1. Canadian Coast Guard Fleet

Distribution of the fleet's operating costs over the operational sub-activities, is shown in Figure 3-27. Distribution of costs is based on actual utilization of the fleet.

**Figure 3-27: Distribution of Fleet Operating Resources by Canadian Coast Guard Sub-Activity**

(thousands of dollars)	Actual 1991-92		Actual 1990-91		Actual 1989-90		Actual 1988-89		Actual 1987-88	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Marine Navigation Systems	71,862	910	87,326	1,012	86,888	1,174	71,782	979	84,001	1,174
Icebreaking and Arctic Operations	96,381	927	101,074	963	90,452	1,020	84,328	1,065	82,730	965
Marine Regulatory	2,977	-	3,274	20	-	-	-	-	327	2
Marine Search and Rescue	65,570	787	76,243	872	63,191	890	58,730	855	53,910	825
All Others	492	-	1,225	-	-	-	-	-	-	-
	237,282	2,624	269,142	2,867	240,531	3,084	214,840	2,899	220,968	2,966

## 2. Investment in the Canadian Coast Guard Fleet

Figure 3-28 summarizes the investment in Canadian Coast Guard vessels and aircraft.

**Figure 3-28: Canadian Coast Guard Fleet - Estimated Replacement Cost**

(thousands of dollars)

Estimated  
Replacement  
Cost\*  
(1992-93 dollars)

Numbers **	Vessel Type	Description	
1	1300	Heavy Gulf Icebreaker	254,600
5	1200	Medium Gulf/River Icebreakers	501,570
1	1200	Cable Ship	100,314
9	1100	Major Navaid Tenders/Light Icebreakers	607,000
2	1050	Medium Navaid Tenders/Light Icebreakers	67,400
7	1000	Medium Navaid Tenders/Ice-strengthened	366,100
3	900	Small Navaid Tenders/Ice-strengthened	128,325
6	800	Small Navaid Tenders	24,600
4	700	Special River Navaid Tenders	37,360
3	600	Large Search and Rescue Cutters	184,200
2	500	Intermediate Search and Rescue Cutters	40,800
7	400	Small Search and Rescue Cutters	29,400
1	310	Search and Rescue Ocean Lifeboat	3,200
16	300	Search and Rescue Lifeboats	31,247
2	200	Small Ice-strengthened Search and Rescue Cutters	7,800
8	100	Small Rescue Craft	10,667
1		Hydrographic Survey Vessel	52,300
308		Various-size Workboats	33,800
27		Inshore Rescue Boats	2,800
35		Helicopters	172,300
4		Hovercraft	41,100
1		Fixed-wing Aircraft	12,800

2,709,683

\* The estimated replacement cost is based either on actual recent replacement costs or inflated historical costs.

\*\* Does not include vessels which are kept as spares and for which operating resources are not available.

### 3. Ship Source Oil Pollution Fund

#### Background

Within the Canadian Coast Guard Activity, there is a separate trust account in the Accounts of Canada that provides for the operation of the Ship Source Oil Pollution Fund (SOPF). The SOPF was established by amendments to the Canada Shipping Act which entered into force on April 24, 1989. It replaced the Maritime Pollution Claims Fund (MPCF) which was dissolved on that date when the balance in the MPCF of \$149,618,850.24 was transferred to the new fund.

The Department of Transport provides certain administrative support at no cost to the SOPF. An Administrator, appointed by Order in Council, is responsible for the SOPF's operation. He submits a report to the Minister of Transport annually on the operation of the SOPF during the preceding fiscal year for tabling in Parliament.

#### Purpose

The purpose of the SOPF is to pay claims for oil pollution damage or anticipated damage, at any place in Canada or in Canadian waters and fishing zones, caused by the discharge of oil from any ship (except in waters where the Arctic Waters Pollution Prevention Act applies and, in those waters, the SOPF at present is only liable for oil spills from laden tankers).

The maximum liability of the SOPF for any one incident during fiscal year 1992-93 was \$116,640,378. The liability is indexed annually to the Consumer Price Index.

The amendments to the Canada Shipping Act also authorized a levy, were it to be imposed, for payments into the SOPF on oil imported by ship into Canada in bulk as cargo and also on oil shipped from any place in Canada in bulk as cargo of a ship. The levy during fiscal year 1992-93 would have been 34.999 cents per tonne of oil. No levy has been imposed since September 1976.

Figure 3-29 provides a statement for the period ended September 30, 1992:

**Figure 3-29: Ship Source Oil Pollution Fund**

(thousands of dollars)		At September 30, 1992
Net Levies (February '72 to September '76)		34,866
Add: Interest and penalties credited to the fund		174,016
		208,882
Less: Administration expenses		1,104
Claims settlements		5,412
		6,516
Balance in Fund		202,366



#### 4. Details of Legal Mandate

In addition to the principal Acts cited on p. 1-19, on a day-to-day basis Transport Canada activities are governed by the following specific Acts:

**Policy and Coordination:** The following acts govern functions carried out by this Activity: the Railway Act, the Western Grain Transportation Act, the Canadian National Railways Act. The provision of certain ferry services is also part of the Minister's mandate as required under Sections 31 and 32 of the Terms of Union with Newfoundland and the terms under which Prince Edward Island entered Confederation. Also the Crown corporations' provisions of the Financial Administration Act have a significant impact on the interactions between the Canadian National Railway Company, Marine Atlantic Inc., VIA Rail Canada Inc., Canada Ports Corporation, and the St. Lawrence Seaway Authority and the Policy and Coordination Activity.

**Canadian Coast Guard:** For federal marine way and terminal functions, the following acts govern: the Canada Shipping Act, the Navigable Waters Protection Act, the Arctic Waters Pollution Prevention Act, the Pilotage Act, the Harbour Commissions Act, the Toronto Harbour Commissioners Act, the Hamilton Harbour Commissioners Act, the Public Harbours and Ports Facilities Act, and the Carriage of Goods by Water Act.

**Aviation:** The Aeronautics Act requires the Minister of Transport to control and regulate civil aviation and to supervise all matters connected with civil aeronautics, including air navigational services.

**Airports:** Predicated on the same Aeronautics Act authority, the Minister is enabled to develop, operate and maintain airports.

**Surface:** The following acts govern the Surface Transportation Activity: the Motor Vehicle Safety Act, the Motor Vehicle Tire Safety Act, the Railway Safety Act, and the Transportation of Dangerous Goods Act.

**Departmental Administration:** The primary act governing this Activity is the Financial Administration Act. The Activity is also governed by the Public Service Employment Act, the Public Service Staff Relations Act, the Public Service Superannuation Act, the Supplementary Retirement Benefits Act, the Government Employees Compensation Act, the Official Languages Act, the Canadian Human Rights Act, the Access to Information Act, the Privacy Act and the Garnishment, Attachment and Pension Diversion Act.

A comprehensive summary follows of statutes for which Transport Canada is directly responsible and those which it administers.

#### Statutes Administered by Transport Canada

Aeronautics Act (RSC 1985 c. A-2) as amended  
Airport Transfer (Miscellaneous Matters) Act (1992, c.5)  
Arctic Waters Pollution Prevention Act (RSC 1985 c. A-12) as amended  
Canada Shipping Act (RSC 1985 c. S-9) as amended  
Canadian Aviation Safety Board Act (RSC 1985 c. C-12) as amended  
Carriage by Air Act (1985, c. C-26)  
Carriage of Goods by Water Act (RSC 1985, c. C-27)  
Department of Transport Act (RSC 1985 c. T-18) as amended  
Government Railways Act (RSC 1985 c. G-7) as amended  
Hamilton Harbour Commissioners Act (SC 1912 c. 98) as amended  
Harbour Commissions Act (RSC 1985 c. H-1) as amended  
Intercolonial and P.E.I. Railways Employees' Provident Fund Act (SC1907 c. 22) as amended  
Marine and Aviation War Risks Act (RSC 1970 c. W-3) as amended  
Maritime Code Act (SC 1977-78 c. 41)  
Meaford Harbour Act (1866 c. 78, SC 1907-08 c. 46)

## Statutes Administered by Transport Canada (Cont'd)

Motor Vehicle Fuel Consumption Standards Act (RSC 1985 c. M-9) as amended (not in force)  
Motor Vehicle Safety Act (RSC 1985 c. M-10)  
Motor Vehicle Tire Safety Act (RSC 1985 c. M-11)  
Motor Vehicle Transport Act, 1987 (RS, c.29)  
National Transportation Act, 1987 (SC 1987 c. 34) as amended  
Navigable Waters Protection Act (RSC 1985 c. N-22) as amended  
Ontario Harbours Agreement Act (SC 1963 c. 39)  
Passenger Tickets Act (RSC 1985 c. P-3)  
Pilotage Act (RSC 1985 c. P-14) as amended  
Public Harbours and Port Facilities Act (RSC 1985 c. P-29) as amended  
Railway Act (RSC 1985 c. R-3) as amended  
Railway Safety Act (1985, C.32 (4th Supp.))  
Safe Containers Convention Act (RSC 1985 c. S-1)  
Shipping Conferences Exemption Act, 1987 (RS, c.17)  
Teleferry Act (RSC 1970 c. T-2) as amended (not in force)  
Toronto Harbour Commissioners Act, 1911 (SC 1911 c. 26) as amended  
Toronto Harbour Commissioners' Act, 1985 (SC 1986 c. 10)  
Transport Act (RSC 1985 c. T-17) as amended  
Transportation of Dangerous Goods Act, 1992 (RSC 1992 c. 34)  
United States Wreckers Act (RSC 1985 c. U-3)

## 5. Summaries of Funding Through Appropriations - Crown Corporations

Figures 3-30 to 3-36 display details of the funding to Crown corporations that is provided through appropriations. For 1993-94, payments to Crown corporations represent 24.7% of net budgetary, departmental expenditures. Further information concerning the operations of these corporations may be found in Part II of the Estimates.

**Figure 3-30: Jacques Cartier and Champlain Bridges Inc.**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Operating expenses	38,435	34,290	4,145
Interest and other income*	815	688	127
Net operating expenses	37,620	33,602	4,018
Less:			
Non-cash items	1,148	1,167	(19)
Cash required for operations	36,472	32,435	4,037
Acquisition of property, plant and equipment	292	223	69
Total Budgetary Requirements	36,764	32,658	4,106

\* Tolls discontinued in 1990.

**Figure 3-31: Canada Ports Corporation**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Capital Expenditures			
Sept-Îles - Québec -			
Rail Terminal Dock and Alouette Infrastructure	-	1,300	(1,300)
Churchill - Hydro Assistance	600	450	150
Total Budgetary Requirements	600	1,750	(1,150)

**Figure 3-32: Marine Atlantic Inc.**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Operating expenses	220,197	225,117	(4,920)
Interest and other income	77,232	83,969	(6,737)
Net operating expenses	142,965	141,148	1,817
Less:			
Non-cash items	26,651	20,690	5,961
Cash required for operations	116,314	120,458	(4,144)
Acquisition of property, plant and equipment	16,079	20,000	(3,921)
Total Budgetary Requirements	132,393	140,458	(8,065)

**Figure 3-33: VIA Rail Canada Inc.**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
VIA Rail Canada Inc.	343,367	361,900	(18,533)
Total Budgetary Requirements	343,367	361,900	(18,533)

**Figure 3-34: St. Lawrence Seaway Authority**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Capital Expenditures			
Rehabilitation of the Welland Canal	-	29,000	(29,000)
Rehabilitation of the Valleyfield Bridge	2,000	-	2,000
Total Budgetary Requirements	2,000	29,000	(27,000)

**Figure 3-35: Canarctic Shipping Co. Ltd.**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Operating expenses	9,456	14,663	(5,207)
Revenues	6,799	8,942	(2,143)
Net operating expenses	2,657	5,721	(3,064)
Less:			
Non-cash items	-	-	-
Cash required for operations	2,657	5,721	(3,064)
Additions to fixed assets	-	-	-
Total Budgetary Requirements	2,657	5,721	(3,064)

**Figure 3-36: Laurentian Pilotage Authority**

(thousands of dollars)	1993-94 Main Estimates	1992-93 Main Estimates	Difference
Operating expenses	31,809	34,841	(3,032)
Revenues	28,807	32,014	(3,207)
Net operating expenses	3,002	2,827	175
Less:			
Non-cash items	177	165	12
Cash required for operations	2,825	2,662	163
Additions to fixed assets	175	75	100
Total Budgetary Requirements	3,000	2,737	263



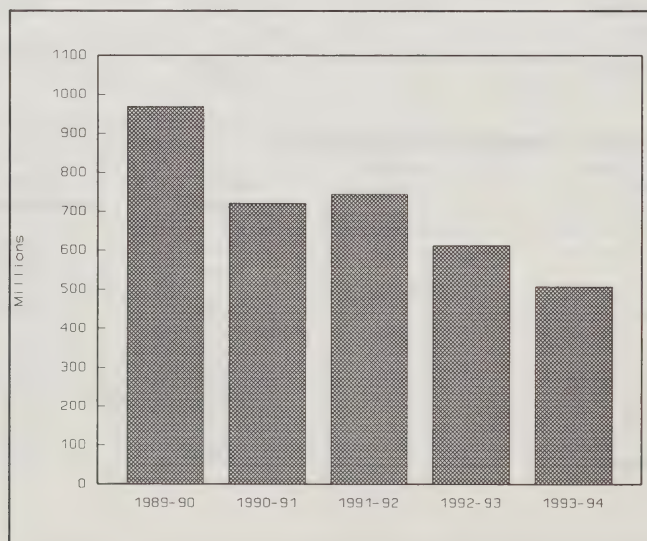
**Figure 3-37: Trend Analysis - Payments to Crown/Other Corporations**

(thousands of dollars)	Estimates 1993-1994	Forecast 1992- 1993	Actual 1991- 1992	Actual 1990- 1991	Actual 1989- 1990	Actual 1988- 1989	6 Year Total	Per- cent
Jacques Cartier and Champlain Bridges Inc.	36,764	32,658	26,376	27,934	13,948	8,783	146,463	3.5
Canada Ports Corporation *	600	12,250	83,574	20,008	32,053	2,775	151,260	3.6
Marine Atlantic Inc.	132,393	134,858	127,233	143,947	265,467	126,481	930,379	22.3
VIA Rail Canada Inc.	343,367	373,170	434,950	441,484	521,120	607,438	2,721,529	65.3
St. Lawrence Seaway Authority	2,000	40,000	28,700	27,300	26,900	25,400	150,300	3.6
Pilotage Authorities -								
Atlantic	-	1,758	448	200	-	492	2,898	0.1
Laurentian	3,000	5,524	5,026	2,131	1,673	1,587	18,941	0.5
Great Lakes	-	1,598	850	1,444	-	-	3,892	0.1
Canarctic Shipping Co. Ltd.	2,657	8,000	9,837	7,763	7,740	5,964	41,961	1.0
Others								
Canadian National Railway Company	-	3	9	16	83	113	224	-
	<b>520,781</b>	<b>609,819</b>	<b>717,003</b>	<b>672,227</b>	<b>868,984</b>	<b>779,033</b>	<b>4,167,847</b>	<b>100.0</b>
% Change Over Previous Year	(14.6)	(14.9)	6.7	(22.6)	11.5			

\* Includes Canada Ports Corporation Ridley Terminal.

Graphically, the trend in decreasing subsidy expenditures is more evident. All data in Figure 3-38 have been adjusted to 1993-94 constant dollars.

**Figure 3-38: Payments to Crown Corporations (93-94 Constant Dollars)**





## 6. Green Plan

The following figure displays funding which has been approved under the Green Plan for eleven initiatives designed to protect the environment and increase tanker safety.

**Figure 3-39: Green Plan Reference Levels**

(thousands of dollars)	1991-92	1992-93	1993-94	1995-95	1995-96	1996-97	Total
Vessel Traffic Services	1,789	2,200	1,900	1,200	2,100	4,900	14,089
Organization	500	2,000	2,512	1,939	2,100	2,500	11,551
SOPF*	200	200	-	-	-	-	400
Training	600	800	904	900	1,100	1,000	5,304
Chemical	-	900	900	500	1,100	1,000	4,400
Aerial	500	1,000	1,250	1,250	-	-	4,000
Liability	-	300	-	-	-	-	300
Equipment	-	1,300	2,588	1,457	2,800	1,600	9,745
Legislation	250	500	250	250	200	-	1,450
R&D	175	200	300	400	200	200	1,475
Regulations	-	200	200	200	100	-	700
Inspection	86	800	681	695	900	900	4,062
<b>Total</b>	<b>4,100</b>	<b>10,400</b>	<b>11,485</b>	<b>8,791</b>	<b>10,600</b>	<b>12,100</b>	<b>57,476</b>

\* SOPF - Ship Source Oil Pollution Fund

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## Index

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Aids to Navigation 1-29, 2-14  
Air Traffic Controller 1-15, 1-30, 2-38, 2-39, 2-76, 2-78  
Air Transportation Tax 1-5, 1-16, 2-37, 2-38, 2-39, 2-55, 2-57, 3-31, 3-32, 3-34, 3-35  
Airport transfers 1-12, 1-14, 1-15, 1-16, 1-24, 1-26, 2-53, 2-79  
Atlantic Pilotage Authority 1-8, 2-16, 2-18, 2-34  
Canada Ports Corporation 1-4, 1-5, 1-7, 1-8, 1-15, 1-17, 1-20, 1-21, 1-22, 2-1, 2-2, 2-3, 2-4, 2-5, 2-10, 2-11, 3-36, 3-42, 3-44, 3-46  
Canada-United States Bilateral Agreement 1-10, 1-23  
Canadian Automated Air Traffic System (CAATS) 1-11, 2-41, 3-24  
Canadian Coast Guard fleet 2-21, 2-24, 2-28, 3-22, 3-39, 3-40  
Canadian Environmental Assessment Act 1-12, 1-13, 1-24, 1-25, 1-26, 1-27  
Canadian Environmental Protection Act 1-24, 1-26  
Canadian Marine Rescue Auxiliary 2-18, 2-28, 3-28  
Canadian National Railway Company 1-4, 1-8, 1-20, 1-22, 2-11, 3-42, 3-46  
Canarctic Shipping 1-4, 1-5, 1-7, 1-8, 1-15, 1-17, 1-20, 1-21, 1-22, 2-14, 2-15, 2-16, 2-17, 2-18, 2-33, 3-45, 3-46  
Dangerous goods 1-13, 1-27, 1-28, 1-33, 2-8, 2-9, 2-26, 2-60, 2-62, 2-63, 2-65, 2-67, 2-68, 2-69, 3-42, 3-43  
Dryden Commission 1-11, 1-15, 1-24, 1-25, 2-38, 2-44  
Eastern Arctic Sealift 2-14, 2-24  
Economic and Regional Development 1-15, 1-16, 2-1, 2-2, 2-3, 2-5, 2-9, 3-27  
Environmental Assessment and Review 1-12, 1-13, 1-26, 1-27, 2-18, 2-56  
Environmental Stewardship 1-12, 1-13, 1-26, 1-27  
Ferry services 3-42  
Great Lakes Pilotage Authority 1-8, 2-16, 2-18, 2-34  
Green Plan 1-12, 1-24, 1-25, 1-26, 1-27, 2-15, 2-16, 2-18, 2-26, 3-8, 3-47  
High-speed rail 1-10, 1-23, 1-24, 2-3, 2-65, 3-27  
Interport Loan Fund 1-4, 1-8, 1-15, 1-17, 2-1, 2-3, 2-4, 2-5, 2-10, 3-36  
Jacques Cartier and Champlain Bridges 1-4, 1-5, 1-7, 1-9, 1-20, 1-22, 2-2, 2-5, 2-10, 2-11, 3-44  
Laurentian Pilotage Authority 1-4, 1-6, 1-7, 1-8, 1-15, 1-17, 2-16, 2-18, 2-34, 3-45  
Marine Atlantic 1-4, 1-6, 1-7, 1-8, 1-20, 1-21, 1-22, 2-2, 2-3, 2-5, 2-10, 2-11, 3-42, 3-44, 3-46  
Microwave Landing System 1-9, 1-11, 1-14, 2-37, 2-41, 3-12, 3-13, 3-16, 3-25  
Motor Vehicle Test Centre 1-12, 1-27, 2-60, 2-61, 2-70  
National Strategy for the Integration of Persons with Disabilities 1-29, 1-32, 2-2, 2-3, 2-7, 2-13  
National Transportation Agency 1-20  
Pacific Pilotage Authority 2-34  
Pilotage Authorities 1-15, 1-20, 1-21, 1-22, 2-15, 2-16, 2-18, 2-34, 3-46  
Public Review Panel on Tanker Safety 1-13, 1-25, 2-25  
Radar Modernization Project 1-11, 2-38, 2-41, 2-42, 3-12, 3-13, 3-23  
Royal Commission on Passenger Transportation 1-10, 1-24  
Search and Rescue 1-30, 1-33, 2-9, 2-14, 2-15, 2-17, 2-19, 2-20, 2-28, 3-7, 3-39, 3-40  
St. Lawrence Seaway Authority 1-4, 1-6, 1-7, 1-8, 1-15, 1-20, 1-22, 2-2, 2-3, 2-11, 2-34, 3-42, 3-45, 3-46  
Strategic Capital Investment Initiatives 1-9, 1-14, 1-18, 2-2, 2-10, 2-37, 2-53, 3-18, 3-27  
Substance Use 1-29, 2-7  
Tanker Safety and Marine Spills Response Capability 1-13, 1-25, 2-26  
VIA Rail 1-4, 1-6, 1-7, 1-8, 1-15, 1-17, 1-20, 1-21, 1-22, 2-2, 2-3, 2-5, 2-10, 2-11, 3-42, 3-45, 3-46











Accord bilatéral canado-américain 1-10, 1-24, 1-31  
Administration de la voie maritime du Saint-Laurent 1-4, 1-6, 1-7, 1-8, 1-16, 1-17, 1-21, 1-22, 1-23, 2-2, 2-4, 2-11, 2-12, 2-37, 3-46, 3-49, 3-50  
Administration de pilotage des Grands Lacs 1-8, 2-18, 2-20, 2-37, 3-50  
Administration de pilotage des Laurentides 1-4, 1-6, 1-7, 1-8, 1-16, 1-18, 2-18, 2-20, 2-37, 3-49, 3-50  
Administration de pilotage du Pacifique 2-37  
Administrations de pilotage 1-17, 1-21, 1-22, 1-23, 2-17, 2-18, 2-20, 2-37  
Aides à la navigation 1-5, 1-32, 1-37, 2-15, 2-26, 2-39, 2-43, 2-44, 2-45, 3-14  
Centre d'essai pour véhicules automobiles 1-12, 1-30, 2-65, 2-66, 2-67, 2-76  
Cession des aéroports 1-15, 1-16, 1-17, 1-23, 1-26, 1-29, 2-57, 2-58, 2-59, 2-62, 2-63, 2-81, 2-83, 2-85, 3-46  
Code de gêrance de l'environnement 1-13, 1-14, 1-28, 1-29  
Commission d'enquête sur l'accident de Dryden 1-11, 1-16, 1-26, 1-28, 2-48  
Commission royale sur le transport des voyageurs 1-10, 1-26  
Compagnie de navigation Canarcic 1-4, 1-5, 1-7, 1-8, 1-16, 1-17, 1-18, 1-21, 1-22, 1-23, 2-16, 2-17, 2-18, 2-19, 2-20, 2-35, 3-49, 3-50  
Compagnie des chemins de fer nationaux 1-4, 1-8, 1-21, 2-12, 3-46, 3-50  
Consommation d'alcool et de drogues 1-32, 2-8  
Contrôle de la circulation aérienne 1-12, 1-13, 1-17, 1-31, 1-33, 2-39, 2-45, 2-82, 2-87, 3-13, 3-23, 3-24, 3-27, 3-28  
Développement économique et régional 1-16, 1-18, 2-1, 2-2, 2-3, 2-6, 2-10  
Flotte de la Garde côtière canadienne 2-24, 2-26, 2-30, 3-25, 3-43, 3-44  
Fonds de prêts interportuaires 1-4, 1-8, 1-16, 1-18, 2-1, 2-3, 2-5, 2-6, 2-11  
Initiative d'investissement en capital 1-9, 1-15, 1-19, 2-2, 2-11, 2-40, 2-57, 3-21, 3-31  
Intervention en cas de déversements en milieu marin 1-14, 1-27, 2-28  
Loi canadienne sur l'évaluation environnementale 1-13, 1-26, 1-27, 1-28, 1-29  
Loi canadienne sur la protection de l'environnement 1-26, 1-28  
Marchandises dangereuses 1-14, 1-30, 1-37, 2-9, 2-10, 2-28, 2-65, 2-67, 2-68, 2-69, 2-70, 2-72, 2-73, 2-74, 3-46, 3-47  
Marine Atlantique 1-4, 1-6, 1-7, 1-8, 1-21, 1-22, 1-23, 2-3, 2-4, 2-6, 2-12, 3-46, 3-48, 3-50  
Office national des transports 1-21, 1-22  
Plan vert 1-13, 1-26, 1-27, 1-28, 1-30, 2-16, 2-17, 2-18, 2-28, 3-9, 3-51  
Ports Jacques-Cartier et Champlain 1-4, 1-5, 1-7, 1-8, 1-9, 1-21, 1-23, 2-3, 2-6, 2-11, 2-12, 3-48, 3-50  
Processus d'évaluation et d'examen en matière d'environnement 1-13, 1-29, 2-20, 2-60, 2-61  
Projet d'automatisation du Système canadien de la circulation aérienne 1-12, 2-41, 2-44, 3-13, 3-14, 3-27, 3-28  
Projet de modernisation des radars 1-12, 2-41, 2-44, 2-45, 3-13, 3-14, 3-26  
Rapport/évaluation de l'Arctique 2-17, 2-18, 2-20, 3-37  
Recherche et sauvetage 1-33, 1-37, 2-10, 2-15, 2-16, 2-19, 2-21, 2-22, 2-30, 2-31, 3-8, 3-43  
Service auxiliaire canadien de sauvetage maritime 2-20, 2-30, 3-32  
Société canadienne des ports 1-4, 1-5, 1-7, 1-8, 1-16, 1-17, 1-18, 1-21, 1-22, 1-23, 2-2, 2-3, 2-4, 2-6, 2-11, 2-12, 3-40, 3-46, 3-48, 3-50  
Stratégie nationale pour l'intégration des personnes handicapées 1-32, 1-37, 2-2, 2-3, 2-14, 3-31  
Système d'atterrissage hyperfréquences 1-9, 1-12, 2-44, 3-13, 3-14, 3-18, 3-28  
Systèmes de sécurité des navires-citernes 1-14, 1-27, 2-28  
Taxe sur le transport aérien 1-18, 2-41, 2-42, 2-43, 2-60, 3-35, 3-36, 3-38, 3-39  
Train à grande vitesse 1-10, 1-26, 2-3  
Travailleurs 1-6, 1-10, 1-15, 1-20, 1-26, 2-1, 2-2, 2-3, 2-5, 2-6, 2-7, 2-11, 2-33, 3-11, 3-23, 3-31, 3-46  
VIA Rail 1-4, 1-6, 1-7, 1-8, 1-16, 1-17, 1-18, 1-21, 1-22, 1-23, 2-2, 2-4, 2-6, 3-46, 3-49, 3-50

Le tableau suivant illustre le niveau de financement approuvé au chapitre du Plan vert à l'égard de onze initiatives visant à protéger l'environnement et accroître la sécurité des navires.

Tableau 3-39: Niveaux de référence - Plan Vert

	1991-1992	1992-1993	1993-1994	1994-1995	1995-1996	1996-1997	Total
(en milliers de dollars)							
Services de trafic maritime	1 789	2 200	1 900	1 200	2 100	4 900	14 089
Organisation	500	2 000	2 512	1 939	2 100	2 500	11 551
SOPF*	200	200	-	-	-	-	400
Formation	600	800	904	900	1 100	1 000	5 304
Produits chimiques	-	900	900	500	1 100	1 000	4 400
Air	500	1 000	1 250	1 250	-	-	4 000
Responsabilité financière	-	300	-	-	-	-	300
Équipement	-	1 300	2 588	1 457	2 800	1 600	9 745
Aspect juridique	250	500	250	200	200	-	1 450
Recherche et développement	175	200	300	400	200	200	1 475
Règlements	-	200	200	200	100	-	700
Inspections	86	800	681	695	900	900	4 062
Total	4 100	10 400	11 485	8 791	10 600	12 100	57 476

\* Caisse d'indemnisation des dommages dus à la pollution par les hydrocarbures causée par les navires.

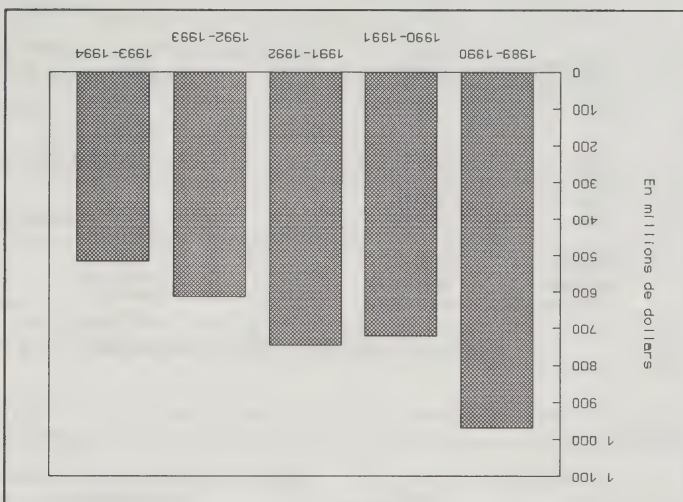


Tableau 3-38: Paiements aux sociétés d'Etat (dollars constants de 1993-1994)

Le graphique suivant illustre, de façon évidente, la tendance à la diminution des subventions accordées aux sociétés d'Etat. Toutes les données qui figurent au tableau 3-38 ont été converties en dollars constants de 1993-1994.

\* Y compris le projet Ridley Terminal de la Société canadienne des ports.

(en milliers de dollars)	Budget des dépenses 1993-1994	Prévu 1993	Réal 1991-1992	Réal 1990-1991	Réal 1989-1990	Réal 1988-1989	Total de 6 ans	Pourcentage
Ponts Jacques-Cartier et Champlain	36 764	32 658	26 376	27 934	13 948	8 783	146 463	3,5
Société canadienne des ports *	600	12 250	83 574	20 008	32 053	2 775	151 260	3,6
Marine Atlantique S.C.C.	132 393	134 858	127 233	143 947	265 467	126 481	930 379	22,3
VIA Rail	343 367	373 170	434 950	441 484	521 120	607 438	2 721 529	65,3
Administration de la voie maritime du Saint-Laurent	2 000	40 000	28 700	27 300	26 900	25 400	150 300	3,6
Administrations de Pilotage	-	1 758	448	200	-	492	2 898	0,1
Laurentides	3 000	5 524	5 026	2 131	1 673	1 587	18 941	0,5
Grands Lacs	-	1 598	850	1 444	-	-	3 892	0,1
Compagnie de navigation Canarcic Limitée	2 657	8 000	9 837	7 763	7 740	5 964	41 961	1,0
Autres	-	-	-	-	-	-	-	-
Compagnie des chemins de fer nationaux du Canada	-	609 819	717 003	672 227	868 984	779 033	4 167 847	100,0
% de variation par rapport à l'année précédente	(14,6)	(14,9)	6,7	(22,6)	11,5			

**Tableau 3-33: VIA Rail Canada**

(en milliers de dollars)			
	Budget des dépenses	1993-1994	Budget des dépenses
VIA Rail Canada Inc.	361 900	361 900	(18 533)
Total des besoins budgétaires	361 900	343 367	(18 533)

**Tableau 3-34: Administration de la voie maritime du Saint-Laurent**

(en milliers de dollars)			
	Budget des dépenses	1993-1994	Budget des dépenses
Dépenses en capital	29 000	-	(29 000)
Programme d'entretien accru pour le canal Welland	-	2 000	2 000
Réfection du pont de Valleyfield	-	29 000	(27 000)
Total des besoins budgétaires	29 000	2 000	(27 000)

**Tableau 3-35: La compagnie de navigation Canarcic Limitée**

(en milliers de dollars)			
	Budget des dépenses	1993-1994	Budget des dépenses
Dépenses de fonctionnement	14 663	9 456	(5 207)
Recettes	8 942	6 799	(2 143)
Dépenses de fonctionnement nettes	5 721	2 657	(3 064)
Moins:	-	-	-
Articles hors caisse	-	-	-
Fonds nécessaires pour le fonctionnement	5 721	2 657	(3 064)
Acquisition d'immobilisations, d'installations et de matériel	-	-	-
Total des besoins budgétaires	5 721	2 657	(3 064)

**Tableau 3-36: Administration de pilotage des Laurentides**

(en milliers de dollars)			
	Budget des dépenses	1993-1994	Budget des dépenses
Dépenses de fonctionnement	34 841	31 809	(3 032)
Recettes	32 014	28 807	(3 207)
Dépenses de fonctionnement nettes	2 827	3 002	175
Moins:	-	-	-
Articles hors caisse	165	177	12
Fonds nécessaires pour le fonctionnement	2 662	2 825	163
Acquisition d'immobilisations, d'installations et de matériel	75	175	100
Total des besoins budgétaires	2 737	3 000	263

(Renseignements supplémentaires) 3-49



## 5. Sommaires du financement par voie de crédits - sociétés d'Etat

Les tableaux 3-30 à 3-36 montrent les détails du financement par voie de crédits des sociétés d'Etat. Pour 1993-1994, les paiements aux sociétés d'Etat représentent 24,7 % des dépenses budgétaires nettes du Ministère. De l'information additionnelle sur les opérations de ces sociétés est fournie dans la Partie II du Budget des dépenses.

**Tableau 3-30: Les ponts Jacques-Cartier et Champlain Inc.**

(en milliers de dollars)			
Budget des dépenses	Budget des dépenses	Dépendances	Dépendances
1993-1994	1992-1993	1993-1994	1992-1993
38 435	34 290	815	688
4 145	127		
Dépenses de fonctionnement			
Intérêt et autres recettes *			
4 018	33 602	37 620	33 602
Dépenses de fonctionnement nettes			
Moins:			
Articles hors caisse			
1 148	1 167	1 148	1 167
Fonds nécessaires pour le fonctionnement			
36 472	32 435	36 472	32 435
Acquisition d'immobilisations, d'installations et de matériel			
292	223	292	223
Total des besoins budgétaires			
36 764	32 658	36 764	32 658
4 106			
* Féage discontinué en 1990.			

**Tableau 3-31: La Société canadienne des ports**

(en milliers de dollars)			
Budget des dépenses	Budget des dépenses	Dépendances	Dépendances
1993-1994	1992-1993	1993-1994	1992-1993
600	1 300	-	450
1 300			
Dépenses en capital			
Sept-Îles - Québec			
Gare ferroviaire et infrastructure			
par le Consortium Alouette			
Churchill - Aide au chapitre du chauffage électrique			
600	1 300	-	450
Total des besoins budgétaires			
600	1 750	600	1 750
(1 150)			

**Tableau 3-32: Marine Atlantique S.C.C.**

(en milliers de dollars)			
Budget des dépenses	Budget des dépenses	Dépendances	Dépendances
1993-1994	1992-1993	1993-1994	1992-1993
220 197	225 117	77 232	83 969
4 920	(6 737)		
Dépenses de fonctionnement			
Intérêt et autres recettes			
142 965	141 148	142 965	141 148
Dépenses de fonctionnement nettes			
Moins:			
Articles hors caisse			
26 651	20 690	26 651	20 690
Fonds nécessaires pour le fonctionnement			
116 314	120 458	116 314	120 458
Acquisition d'immobilisations, d'installations et de matériel			
16 079	20 000	16 079	20 000
Total des besoins budgétaires			
132 393	140 458	132 393	140 458
(8 065)			

Loi sur les Commissions portuaires (SRC 1985 c. H-1) telle que modifiée  
 Loi sur la Caisse de prévoyance des employés des chemins de fer de l'Île-du-Prince-Édouard  
 (SC 1907 c. 22) telle que modifiée  
 Loi sur les risques de guerre en matière d'assurance maritime et aérienne (SRC 1970 c. W-3) telle que modifiée  
 Loi sur le Code maritime (SC 1977-1978 c. 41)  
 Loi sur le havre de Meaford (1866 c. 78, SC 1907 - 08 c. 46)  
 Loi sur les normes de consommation de carburant des véhicules automobiles (SRC 1985 c. M-9) telle que modifiée (non  
 en vigueur)  
 Loi sur les transports routiers, 1987 (SC, c.29)  
 Loi sur la sécurité des véhicules automobiles (SRC 1985 c. M-10)  
 Loi sur la sécurité des pneus de véhicule automobile (SRC 1985 c. M-11)  
 Loi de 1987 sur les transports nationaux (SC 1987 c. 34) telle que modifiée  
 Loi sur la protection des eaux navigables (SRC 1985 c. N-22) telle que modifiée  
 Loi sur la convention relative aux ports de l'Ontario (SC 1963 c. 39)  
 Loi sur les billets de transport (SRC 1985 c. P-3)  
 Loi sur le pilotage (SRC 1985 c. P-14) telle que modifiée  
 Loi sur les ports et installations de ports publics (SRC 1985 c. P-29) telle que modifiée  
 Loi sur les chemins de fer (SRC 1985 c. R-3) telle que modifiée  
 Loi sur la sécurité ferroviaire (SC 1985, C. 32 (4ième Suppl.))  
 Loi de la Convention sur la sécurité des conteneurs (SRC 1985 c. S-1)  
 Loi sur les conférences maritimes 1987 (SC, c.17)  
 Loi sur les téléphériques (SRC 1970 c. T-2) telle que modifiée (non en vigueur)  
 Loi de 1911 sur les commissaires du havre de Toronto (SC 1911 c. 26) telle que modifiée  
 Loi de 1985 sur les commissaires du havre de Toronto (SC 1986 c. 10)  
 Loi sur les transports (SRC 1985 c. T-17) telle que modifiée  
 Loi de 1992 sur le transport des marchandises dangereuses (SRC 1992 c. 34) telle que modifiée  
 Loi sur les bateaux sauveteurs des États-Unis (SRC 1985, c. U-3)

En plus des principales lois citées à la page 1-20 les activités de Transports Canada sont régies par les lois suivantes:

**Politiques et coordination:** Les lois qui suivent régissent les fonctions qu'effectue cette Activité: la Loi sur les chemins de fer, la Loi sur le transport du grain de l'Ouest et la Loi sur les chemins de fer nationaux sur des chemins de fer, la Loi sur la gestion des finances publiques ont une grande incidence sur les rapports entre l'activité Politiques et la Compagnie des chemins de fer nationaux du Canada, Marine Atlantique S.C.C., VIA Rail, la Société canadienne des ports et l'Administration de la voie maritime du Saint-Laurent.

**Garde côtière canadienne:** Les lois suivantes s'appliquent aux fonctions fédérales visant les voies et les terminaux maritimes: la Loi sur la marine marchande du Canada, la Loi sur la protection des eaux navigables, la Loi sur la prévention de la pollution dans les eaux arctiques, la Loi sur le pilotage, la Loi sur les commissions de port, la Loi sur les commissaires du port de Toronto, la Loi sur les commissaires du port de Hamilton, la Loi sur les havres publics et les installations portuaires et la Loi sur le transport des marchandises par eau.

**Aviation:** La Loi sur l'aéronautique exige que le ministre des Transports contrôle et réglemente l'aviation civile et supervise toutes les questions liées à l'aéronautique civile, y compris les services de navigation aérienne.

**Aéroports:** En vertu de cette même loi, le Ministre doit aménager, exploiter et entretenir les aéroports.

**Surface:** Les lois suivantes régissent l'activité des transports de surface: la Loi sur la sécurité des véhicules automobiles, la Loi sur la sécurité des pneus de véhicule automobile, la Loi sur la sécurité des chemins de fer et la Loi sur le transport des marchandises dangereuses.

**Administration du Ministère:** La principale loi régissant cette Activité est la Loi sur la gestion des finances publiques. Cette Activité est aussi régie par la Loi sur l'emploi dans la Fonction publique, La Loi sur les relations de travail dans la fonction publique, la Loi sur la pension de la Fonction publique, la Loi sur les prestations de retraite supplémentaires, la Loi sur l'indemnisation des employés de l'Etat, la Loi sur les langues officielles, la Loi canadienne sur les droits de la personne, la Loi sur l'accès à l'information, la Loi sur la protection des renseignements personnels et la Loi sur la saisie-arrest et la distraction de pensions.

Un résumé complet des Statuts dont Transports Canada est directement responsable et de ceux qu'il administre.

## Statuts administrés par Transports Canada

Loi sur l'aéronautique (SFC 1985 c. A-2) telle que modifiée  
Loi sur la cession des aéroports (1992, c.5)  
Loi sur la prévention de la pollution des eaux arctiques (SFC 1985 c. A-12) telle que modifiée  
Loi sur la marine marchande du Canada (SFC 1985 c. S-9) telle que modifiée  
Loi sur le transport aérien (1985, c. C-26)  
Loi sur le Ministère des transports (SFC 1985 c. T-18) telle que modifiée  
Loi sur les chemins de fer du gouvernement (SFC 1985 c.G-7) telle que modifiée  
Loi sur les commissaires du havre de Hamilton (SC 1912 c. 98) telle que modifiée

### 3. Caisse d'indemnisation des dommages dus à la pollution par les hydrocarbures causée par les navires

#### Contexte

Parmi les comptes du transport maritime, figure un compte de fiduciaire qui permet d'exploiter la Caisse d'indemnisation des dommages dus à la pollution par les hydrocarbures causée par les navires. Établie le 24 avril 1989, à la suite d'une modification à la Loi sur la marine marchande du Canada, cette caisse a remplacé la Caisse des réclamations de la pollution maritime qui a été dissoute le même jour alors que son solde disponible, au montant de 149 618 850,24 \$, était transféré à la nouvelle Caisse.

Le ministère des Transports fournit, sans frais, certains services de soutien administratif à la Caisse. Un administrateur, nommé par le gouverneur en conseil, est chargé du fonctionnement de la Caisse et doit soumettre annuellement au ministre des Transports un rapport faisant état de l'exploitation de la Caisse au cours de l'année financière précédente. Ce rapport est déposé au Parlement.

#### But

La Caisse vise à payer les réclamations présentées en raison de pertes réelles ou anticipées, dues à la pollution par les hydrocarbures causée par les navires de tous genres, partout au Canada, dans les eaux canadiennes et les zones de pêche, sauf dans les eaux où la Loi sur la prévention de la pollution des eaux arctiques s'applique et dans ces eaux, la Caisse n'est actuellement obligée de rembourser que pour les dommages causés par les navires-citernes en pleine charge.

La somme la plus importante réclamée à la Caisse pour un incident donné survenu au cours de l'exercice financier 1992-1993 a été de 116 640 378 \$. Le montant des réclamations est indexé chaque année selon l'indice des prix à la consommation.

Les modifications à la Loi sur la marine marchande du Canada autorisent aussi l'imposition d'une redevance, payable à la Caisse, sur les hydrocarbures importées au Canada par navire de cargaison en vrac ainsi que sur les hydrocarbures chargées sur navires de cargaison en vrac au Canada. Si elle avait été perçue pendant l'exercice financier 1992-1993, cette redevance aurait été de 34,999 cents par tonne d'hydrocarbures. Aucune redevance n'a été perçue depuis septembre 1976.

Le tableau 3-29 donne un bilan pour la période se terminant le 30 septembre 1992.

**Tableau 3-29: Caisse d'indemnisation des dommages dus à la pollution par les hydrocarbures causée par les navires.**

(en milliers de dollars)		au 30 septembre 1992	
Perceptions nettes (février 1972 à septembre 1976)		34 866	
Plus: Intérêt et amendes portés au crédit de la Caisse		174 016	
		208 882	
Moins: Frais administratifs	1 104		
Règlement des réclamations	5 412		
	6 516		
Solde de la Caisse		202 366	



## 2. Investissement dans la flotte de la Garde côtière canadienne

Le tableau 3-28 résume les investissements effectués pour l'acquisition de navires et d'aéronefs.

**Tableau 3-28: Coût de remplacement estimatif de la flotte de la Garde côtière canadienne**

Classe de Nombre ** navire	Description	Coût de remplacement estimatif* (en dollars de 1992-1993)	
		(en milliers de dollars)	(en dollars de 1992-1993)
1	Brise-glace lourd pour le golfe	1 300	254 600
5	Brise-glace moyens pour le golfe et les rivières	1 200	501 570
1	Navire cablier	1 200	100 314
9	Gros baliseurs/brise-glace légers	1 100	607 000
2	Baliseurs moyens/brise-glace légers	1 050	67 400
7	Baliseurs moyens renforcés pour la navigation dans les glaces	1 000	366 100
3	Petits baliseurs renforcés pour la navigation dans les glaces	900	128 325
6	Petits baliseurs	800	24 600
4	Baliseurs spéciaux de rivière	700	37 360
3	Grandes vedettes de recherche et de sauvetage	600	184 200
2	Vedettes moyennes de recherche et de sauvetage	500	40 800
7	Petites vedettes de recherche et de sauvetage	400	29 400
1	Embarcation de recherche et de sauvetage d'océan	310	3 200
16	Embarcations de recherche et de sauvetage	300	31 247
2	Petites vedettes de recherche et de sauvetage renforcées pour la navigation dans les glaces	200	7 800
8	Petites embarcations de sauvetage	100	10 667
1	Navire pour études hydrographiques		52 300
308	Bateaux de travail de diverses dimensions		33 800
27	Embarcations de sauvetage côtier		2 800
35	Hélicoptères		172 300
4	Aéronefs		41 100
1	Aéronef à voilure fixe		12 800
			2 709 683

\* Le coût de remplacement estimatif est fondé soit sur les coûts de remplacement réels récemment engagés soit sur les coûts d'acquisition rajustés pour tenir compte de l'inflation.

\*\* Ne comprend pas les navires qui sont conservés comme relève et pour lesquels on ne dispose pas de ressources d'exploitation.



**B. Autres renseignements**

**1. Flotte de la Garde côtière canadienne**

Le tableau 3-27 donne une ventilation des coûts d'exploitation de la flotte par sous-activité. La ventilation des coûts se fonde sur l'utilisation actuelle de la flotte.

**Tableau 3-27: Ventilation des ressources d'exploitation de la flotte de la Garde côtière canadienne par sous-activité**

	Réal 1991-1992		Réal 1990-1991		Réal 1989-1990		Réal 1988-1989		Réal 1987-1988	
	\$	ÉTP	\$	ÉTP	\$	ÉTP	\$	ÉTP	\$	ÉTP
Systèmes de navigation maritime	71 862	910	87 326	1 012	86 888	1 174	71 782	979	84 001	1 174
Déglaçage et opérations dans l'Arctique	96 381	927	101 074	963	90 452	1 020	84 328	1 065	82 730	965
Réglementation maritime	2 977	-	3 274	20	-	-	-	-	327	2
Recherche et sauvetage	65 570	787	76 243	872	63 191	890	58 730	855	53 910	825
Toute autre	492	-	1 225	-	-	-	-	-	-	-
	237 282	2 624	269 142	2 867	240 531	3 084	214 840	2 899	220 968	2 966

7. Coût net du Programme

Le Budget des dépenses du Ministère ne comprend que les dépenses imputées aux crédits votés et les paiements statutaires, moins les recettes à porter au crédit. D'autres éléments de coût, de même que les recettes à porter au Trésor, doivent aussi entrer en ligne de compte à l'établissement du coût total de fonctionnement du Programme.

Tableau 3-25: Coût budgétaire net estimatif du Programme pour 1993-1994

(en milliers de dollars)		Budget Principal 1993-1994 (Brut)		Plus autres coûts		Coût total du Programme		Moins recettes		Coût net estimatif du Programme	
		3 048 147		98 480		3 146 627		1 067 202		2 079 425	
		Total du Ministère								1 932 970	
		% de variation par rapport à l'année précédente								7,6	

**Tableau 3-24: Prêts impayés - par débiteur et objet (suite)**

(dollars)					
Remboursement					
1993-1994	Principal	Intérêt	Taux	Échéance	Solde à payer
31 mars 1993	1993	1993	1993	1993	1993
<b>Prêts à la Société du port de Saint John</b>					
Administration du port de Saint John	30 488 611	-	NIL	161 155	NIL
<b>Prêts aux autres sociétés d'Etat</b>					
Compagnie des chemins de fer nationaux du Canada	117 017 077	1999	8,750	17 391 129	9 866 707
<b>Total Politiques et coordination</b>					
	194 485 545			18 921 266	14 668 716
<b>Garde côtière canadienne</b>					
<b>Prêts à des commissions portuaires</b>					
Hamilton	375 000	2000	4,125	50 000	14 953
<b>Total Garde côtière canadienne</b>					
	375 000			50 000	14 953
<b>Total du Programme</b>					
	194 860 545			18 971 266	14 683 669

Noter: Le prêt consenti à Air Canada et figurant aux Partie III précédentes est devenu la responsabilité du ministre d'Etat aux Finances (privatisation et affaires réglementaires) en 1989. Il fut rapporté, par erreur à la Partie III de Transports Canada en 1991-1992 et 1992-1993. La diminution du prêt accordé au port de St. John's, Terre Neuve et la fin de celui accordé au port de Halifax (Nouvelle-Ecosse) sont attribuables aux paiements anticipés faits par ces ports en 1992.

6. Prêts, dotations en capital et avances

Il arrive que le gouvernement consente des prêts, des investissements et des avances (PIA) non budgétaires aux sociétés d'Etat. Ces PIA répondent aux autres objectifs que poursuit le gouvernement et sont remboursables en entier, y compris les intérêts correspondants. Les niveaux de PIA ne changent rien aux ressources et aux activités financières du Ministère. Des données récapitulatives figurent au tableau 3-23.

Tableau 3-23: Prêts, dotations en capital et avances

(en milliers de dollars)			
Prêts	Budget des dépenses	Prévu	Réel
	1993-1994	1992-1993	1991-1992
<hr/>			
Prêts			
Politiques et coordination			
Faiblement à la Société canadienne des ports relativement au			
Fonds de prêts interportuaires	-	20 000	30 000

Les divers prêts actuellement non réglés sont résumés au tableau 3-24. L'intérêt perçu sur les prêts est porté au Trésor.

Tableau 3-24: Prêts impayés - par débiteur et objet

(dollars)			
Prêts à la Société canadienne des ports pour les principaux ports suivants:			
Politiques et coordination			
31 mars 1993			
Solde à payer			
Échéance			
Taux d'intérêt			
Principal			
Intérêt			
Remboursement			
1993-1994			

Prêts à la Société canadienne des ports pour les principaux ports suivants:

St. John's	1 083 302	2000	9,330	88 777	109 355
Saint John	6 665 062	2000	12,430	828 467	
	4 243 084	1996	11,125	472 043	
	1 973 102	1998	11,000	217 041	
	4 601 413	1999	11,875	546 418	
	2 569 795	2005	11,625	298 739	
	20 052 456			2 362 708	
Prince Rupert	1 882 725	2009	9,630	47 042	185 637
	2 352 492	2009	9,570	59 106	230 544
	12 312 122	2010	10,140	259 449	1 280 461
	16 547 339			365 597	1 696 642
Belledune	645 212	2000	6,440	64 167	41 552
Chicoutimi	480 844	2000	9,090	43 458	43 709
Montréal	5 180 753	2000	6,250	518 764	323 797
Vancouver	2 989 951	2000	7,500	288 219	224 246
Total des prêts aux ports	46 979 857			1 368 982	4 802 009

**Tableau 3-22: Recettes et recouvrements des Aéroports**

(en milliers de dollars)			
Recettes	Budget des dépenses	1992-1993	Prévu
	1993-1994	1992-1993	1991-1992
Location <sup>1</sup>	40 850	47 600	65 451
Concessions <sup>2</sup>	87 941	111 800	178 885
Taxes d'atterrissage	78 043	107 100	137 482
Taxes générales d'aérogare	39 538	58 700	80 075
Autres <sup>3</sup>	8 418	11 300	17 171
Paiements de bail	35 257	47 500	-
<b>Total des recettes</b>	<b>290 047</b>	<b>384 000</b>	<b>479 064</b>
<b>Recouvrements</b>			
Services de navigation aérienne - services d'entretien <sup>3</sup>	1 007	1 007	1 293
Programme des services de l'environnement - services de météorologie	656	656	622
GRC <sup>2</sup>	1 287	1 287	1 287
<b>Total des recouvrements</b>	<b>2 950</b>	<b>2 950</b>	<b>3 202</b>
<b>Taxe sur le transport aérien</b>	<b>-</b>	<b>-</b>	<b>58 092</b>
<b>Total des recettes, des recouvrements et de la taxe sur le transport aérien</b>	<b>292 997</b>	<b>386 950</b>	<b>540 358</b>
% de variation par rapport à l'année précédente			
	(24,3)	(28,4)	
<p>Noter: Des erreurs dans la distribution des recettes et recouvrements ont été publiées dans les Comptes publics de 1991-1992. La distribution figurant au Tableau 3-22 est exacte. Les changements sont les suivants:</p> <p>1. 13 149 milliers de dollars rapportés au chapitre des recettes de location dans les Comptes publics sont des recettes reliées aux concessions.</p> <p>2. 1 287 milliers de dollars rapportés au chapitre des recettes de location dans les Comptes publics sont des recouvrements provenant de la GRC.</p> <p>3. 1 293 milliers de dollars rapportés au chapitre des autres recettes dans les Comptes publics sont des recouvrements provenant des Services de navigation aérienne - services d'entretien.</p>			



Budget des dépenses 1993-1994						(en milliers de dollars)	
Services de la navigation aérienne	Services de la navigation aérienne	réglementation aux aéronefs	Total	Prévu 1992-1993	Réel 1991-1992		
Recettes	Ventes, location et licences	1 973	868	-	2 841	2 687	2 305
	Droit en route (international)	35 140	-	-	35 140	33 047	30 134
	Autres droits de services	1 18	-	24	142	494	767
	Services à l'extérieur du Canada (approbations réglementaires)	-	347	-	347	347	266
Total des recettes		37 231	1 215	24	38 470	36 575	33 472
Recouvrements	Garde côtière canadienne	332	-	15 393	15 725	16 798	14 706
	- Services d'hélicoptères et de télécommunications	119	-	-	119	119	266
	Services de l'environnement						
	- Entretien électronique/ Observations météorologiques						
Total des recouvrements		451	-	15 393	15 844	16 917	14 972
Taxe sur le transport aérien		543 189	-	-	543 189	547 024	427 816
Total des recettes, recouvrements et taxe sur le transport aérien		580 871	1 215	15 417	597 503	600 516	476 260
% de variation par rapport à l'année précédente					(0.5)	26.1	

Tableau 3-21: Recettes et recouvrements de l'Aviation

Les tableaux 3-21 et 3-22 donnent d'autres détails sur les recettes et les recouvrements de l'Aviation et des Aéroports, respectivement.

Les autres grandes sources de recettes sont les taxes d'atterrissage des aéronefs et les taxes générales d'aérogare que doivent payer les exploitants d'aérogare utilisant les aérogares des principaux aéroports nationaux et internationaux. De plus, à partir de l'exercice financier 1992-1993, des recettes relevant des baux avec les administrations aéroportuaires locales seront reçues par le Ministère.

Le reste de la taxe sur le transport aérien était affecté à la sous-activité Services de navigation aérienne de l'Aviation. En 1992-1993, selon une nouvelle méthode, le plein montant de la TTA sera attribué à l'Aviation. Au cours des dernières années, selon la méthode provisoire de répartition pour les Aéroports, un montant de taxe tout juste suffisant pour réduire à zéro les crédits des Aéroports était affecté à cette Activité. La méthode de répartition des recettes provenant de cette taxe entre les activités Aéroports et Aviation a récemment été révisée. (Douanes et Accises) perçoit la taxe et transfère au Programme le plein montant perçu. Le billet et s'applique à la majeure partie du trafic des compagnies aériennes commerciales. Revenu Canada sur le transport aérien: Cette taxe est payée par le passager au moment où il achète son

## Détails sur les principales sources de recettes/recouvrements

Pour avoir une meilleure appréciation de la nature des recettes et des recouvrements de Transports Canada, des détails sont fournis pour les trois activités qui génèrent 98,0 % de tous les montants totaux à recueillir. **Garde côtière canadienne:** Le tableau 3-20 donne les détails sur les recettes de l'activité Garde côtière canadienne. Les recettes portées au Trésor ne peuvent être utilisées par le Ministère.

**Tableau 3-20: Recettes et recouvrements de la Garde côtière canadienne**

(en milliers de dollars)			
	Budget des dépenses	Prévu*	Réel
	1993-1994	1992-1993	1991-1992
<b>Recettes</b>			
Réapprovisionnement de l'Arctique	12 300	10 414	8 622
Droits de quai et de port	11 773	11 382	-
Droits d'immatriculation et de sécurité des navires	2 662	3 174	-
Recettes du trafic radiomaritime	2 078	2 169	-
<b>Total des recettes</b>	<b>28 813</b>	<b>27 139</b>	<b>8 622</b>
<b>Recouvrements</b>			
Réapprovisionnement de l'Arctique	1 200	1 912	4 485
Déductions des employés pour la location de logements	470	458	418
Activités des ateliers de Prescott	90	80	99
Sommes recouvrées auprès du MDE	26	30	32
Sommes recouvrées auprès du MPO	1 154	394	426
Divers	4	537	5
<b>Total des recouvrements</b>	<b>2 944</b>	<b>3 411</b>	<b>5 465</b>
<b>Total des recettes à valoir sur le crédit</b>	<b>31 757</b>	<b>30 550</b>	<b>14 087</b>
<b>Recettes portées au Trésor*</b>			
Droits de quai et de port	-	-	11 849
Droits d'immatriculation et de sécurité des navires	-	-	2 885
Recettes du trafic radiomaritime	-	-	1 766
Atterrissage d'un navire cablier	6 925	10 476	10 642
Intérêt sur les investissements	-	17	25
Autres	14	9 613	11 440
<b>Total des recettes portées au Trésor</b>	<b>6 939</b>	<b>20 106</b>	<b>38 607</b>
<b>Total des recettes</b>	<b>38 696</b>	<b>50 656</b>	<b>52 694</b>

\* Certaines recettes portées au Trésor avant 1992-1993 ont maintenant été converties à des recettes à valoir sur le crédit.

**Aviation et Aéroports:** Environ 94,6 % des recettes à valoir sur le crédit proviennent des activités de l'Aviation et des Aéroports. Voici une analyse des principales sources.

**Location, concessions et stationnement:** Les recettes de loyer proviennent de la location d'espaces dans les immeubles (bureaux des compagnies aériennes, comptoirs de billets, etc.) et de terrains aéroportuaires aux compagnies aériennes et à l'aviation générale. Le loyer se calcule selon un prix fixe par unité d'espace occupée. Les recettes des concessions sont produites par les ventes au détail des restaurants, des entreprises de location de voitures automobiles, des boutiques hors-taxe, de souvenirs et autres. Ces recettes constituent une proportion des ventes ou un paiement annuel forfaitaire minimal garanti. Les terrains de stationnement sont généralement exploités en vertu d'un contrat de gestion. Les droits sont basés sur les tarifs locaux.

**Tableau 3-19: Sommaire des recettes par source**

(en milliers de dollars)			
	Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992
<b>A. Recettes à valoir sur le crédit et recouvrements</b>			
<b>1. Recettes: Sources extérieures au gouvernement fédéral</b>			
Garde côtière canadienne	28 813	27 139	8 622
Aviation	38 470	36 575	33 472
Aéroports	290 047	384 000	479 064
Surface	310	534	174
Administration du Ministère	186	190	-
<b>357 826</b>	<b>448 438</b>	<b>521 332</b>	
<b>2. Recouvrements: Sources au sein du gouvernement fédéral à l'extérieur de Transports Canada</b>			
Garde côtière canadienne	2 944	3 411	5 460
Aviation	119	119	266
Aéroports	1 943	1 943	1 909
Administration du Ministère	1 630	2 197	1 803
<b>6 636</b>	<b>7 670</b>	<b>9 438</b>	
<b>3. Taxe sur le transport aérien*</b>			
Aviation	543 189	547 024	427 816
Aéroports	-	-	58 092
<b>543 189</b>	<b>547 024</b>	<b>485 908</b>	
<b>4. Recouvrements: au sein du Ministère</b>			
Garde côtière canadienne	-	-	5
Aviation	15 725	16 798	14 706
Aéroports	1 007	1 007	1 293
Administration du Ministère	16 898	16 686	15 113
<b>33 630</b>	<b>34 491</b>	<b>31 117</b>	
<b>Total des recettes à valoir sur le crédit et recouvrements</b>	<b>941 281</b>	<b>1 037 623</b>	<b>1 047 795</b>
<b>B. Recettes portées au Trésor</b>			
<b>Politiques et coordination</b>	<b>118 582</b>	<b>112 224</b>	<b>112 224</b>
Garde côtière canadienne	6 939	20 106	38 607
Aviation	-	1 201	902
Aéroports	400	400	1 467
Surface	-	-	1 167
Administration du Ministère	-	-	1 445
<b>Total des recettes portées au Trésor**</b>	<b>125 921</b>	<b>133 931</b>	<b>155 812</b>
<b>Recettes totales</b>	<b>1 067 202</b>	<b>1 171 554</b>	<b>1 203 607</b>

\* Pour conserver une certaine comparabilité entre les données financières et les résultats, la décision de réduire et d'indiquer les crédits à zéro de l'activité Aéroports nécessitait que l'activité Aviation reçoive des allocations proportionnées au chapitre de la TTA en 1991-1992. Toutefois, en 1992-1993, selon une nouvelle méthode adoptée pour la répartition de la TTA, le plein montant est affecté à l'Aviation.

\*\* Les recettes portées au Trésor ne peuvent être utilisées par le Ministère.

Transports Canada est autorisé à garder 941,3 millions de dollars de recettes en 1993-1994. Ceci réduit les besoins de financement par voie de crédits parlementaires de 30,9 % des dépenses budgétaires brutes de son programme. En outre, certaines autres recettes perçues par Transports Canada ne sont pas disponibles pour le programme et sont directement portées au Trésor.

Le tableau 3-18 présente un sommaire des recettes à valor sur le crédit et des recettes portées au Trésor par activité.

**Tableau 3-18 : Sommaire des recettes par activité**

(en milliers de dollars)			
Budget des dépenses 1993-1994	% du Total	Prévu 1992-1993	Réel 1991-1992
<b>Recettes à valor sur le crédit</b>			
Politiques et coordination	-	-	-
Garde côtière canadienne	3,4	30 550	14 087
Aviation	63,5	600 516	476 260
Aéroports	31,1	386 950	540 358
Surface	2,0	534	-
Administration du Ministère	18 714	19 073	17 090
<b>941 281</b>	<b>100,0</b>	<b>1 037 623</b>	<b>1 047 795</b>
% de variation par rapport à l'année précédente (9,3)			
<b>Recettes portées au Trésor</b>			
Politiques et coordination	118 582	112 224	112 224
Garde côtière canadienne	6 939	20 106	38 607
Aviation	-	1 201	902
Aéroports	400	400	1 467
Surface	-	-	1 167
Administration du Ministère	-	-	1 445
<b>125 921</b>	<b>133 931</b>	<b>155 812</b>	
<b>1 067 202</b>	<b>1 171 554</b>	<b>1 203 607</b>	
% de variation par rapport à l'année précédente (8,9)			
<b>Recettes totales</b>			
(2,7)			

Un sommaire des recettes, des recouvrements et de la taxe sur le transport aérien par source, ainsi que par activité, est présenté au tableau 3-19. Les détails concernant des sources précises, de même que des sources générales, de recettes et de recouvrements figurent à la page 3-37.



Tableau 3-16 : Détails des paiements de transfert - Surface

(dollars)			
Budget des dépenses	Prévu	Réel	
1993-1994	1992-1993	1991-1992	
<b>Contributions</b>			
Paiement à l'appui de croisements étages approuvés selon la Loi sur la sécurité ferroviaire (anciennement déplacements de lignes de chemin de fer et construction de croisements étages)	400 000	2 841 713	
Paiement à l'appui des améliorations apportées aux croisements, approuvées aux termes de la Loi sur la sécurité ferroviaire	7 175 000	8 470 963	
Contribution à des organismes de recherche choisis pour les aider à entreprendre des travaux de recherche et des études dans le cadre du Programme d'élaboration de mesures préventives contre les accidents routiers	-	51 022	
Contribution à l'Association des chemins de fer du Canada dans le cadre du programme Opération Gareau	175 000	150 000	
Déplacements de lignes de chemin de fer de Régina	87 000	-	
<b>Total des paiements de transfert</b>	<b>7 837 000</b>	<b>11 513 698</b>	

Tableau 3-17 : Détails des paiements de transfert - Administration du Ministère

(dollars)			
Budget des dépenses	Prévu	Réel	
1993-1994	1992-1993	1991-1992	
<b>Subventions</b>			
Comité de la semaine nationale des transports	40 000	20 000	
<b>Contributions</b>			
Contribution pour les études de faisabilité de cession des aéroports*	-	59 769	
Contribution à l'Institut international de formation en gestion aéronautique (IIFGA)	315 000	176 440	
Contribution à l'Organisation de l'aviation civile internationale (OACI)	70 000	70 000	
Contribution à la Décennie internationale de la prévention des catastrophes naturelles	13 500	-	
<b>Total des paiements de transfert</b>	<b>425 000</b>	<b>326 209</b>	

\* Transférée de l'activité Administration du Ministère à l'activité Aéroports en 1992-1993.



Tableau 3-14: Détails des paiements de transfert - Aviation

(dollars)			
Subventions			
Aéro Club du Canada (anciennement Association royale canadienne des aéroclubs)	22 500	25 000	25 000
L'Association des Gens de l'Air du Québec	-	-	4 000
Symposium international de Fête aérienne Canada	-	-	50 000
Contributions			
Ligue des cadets de l'air du Canada	22 500	25 000	79 000
- Bourse de formation en pilotage	22 500	25 000	25 000
Versement aux autres gouvernements ou organismes internationaux pour l'exploitation et l'entretien des aéroports, des installations de navigation aérienne et des voies aériennes	450 000	500 000	102 031
écoles et aux instructeurs de pilotage	106 200	112 000	100 591
Société de développement de la Baie-James (SDBJ) pour la construction d'une installation destinée à abriter une station d'information de vol (SIV) à l'aéroport La Grande Rivière (LG2)	-	600 000	500 000
Réseau aéroclubs amateur Canada	-	-	36 000
Total des paiements de transfert			
	578 700	1 237 000	763 622
Total des paiements de transfert			
	601 200	1 262 000	842 622

Tableau 3-15: Détails des paiements de transfert - Aéroports

(dollars)			
Budget des dépenses			
1993-1994	Prévu	1992-1993	Réel
Contributions			
Contribution à l'exploitation	13 974 300	15 100 000	13 789 080
d'aéroports municipaux ou autres			
Contribution d'aide à l'établissement ou à l'amélioration des aéroports municipaux, locaux, locaux-commerciaux	7 250 400	900 000	4 941 549
ou d'autres aéroports et installations connexes:			
Québec - Nouveau-Québec: aéroports inuit			
Terre-Neuve - Construction de pistes et d'installations connexes au Labrador	450 000	100 000	998 203
Autre contribution d'aide à l'établissement ou à l'amélioration des aéroports municipaux, locaux, locaux-commerciaux ou d'autres aéroports et installations connexes	18 000 000	16 500 000	11 494 458
Contribution pour les études de faisabilité de cession des aéroports*	135 000	200 000	-
Total des paiements de transfert			
	39 809 700	32 800 000	31 223 290

\* Transférée de l'activité Administration du Ministère à l'activité Aéroports en 1992-1993.

Tableau 3-13: Détails des paiements de transfert - Garde côtière canadienne

(dollars)	Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992
<b>Subventions</b>			
Subvention à la Writers' Federation of Nova Scotia pour le Evelyn Richardson Memorial Literary Award	150	150	150
Subventions aux organismes d'aide aux marins:			
Welland Canal Mission for Sailors	300	300	300
Missions to Seamen, Toronto (Ontario)	300	300	300
Seamen's Mission Society, St-Jean (N.-B.)	200	200	200
British Sailor's Society (Canada)	10 000	10 000	10 000
Mariners' House of Montréal, Montréal (Qué.)	600	600	600
Missions to Seamen, section de Lakehead	300	300	300
Missions to Seamen, Sarnia et Windsor	300	300	300
Seafarers' Club, Prince Rupert (C.-B.)	-	-	-
Subvention au Conseil canadien de sécurité pour la promotion de la sécurité maritime	1 500	1 667	1 667
Subvention à l'Association des ports et havres du Canada	3 555	5 000	5 000
<b>Contributions</b>			
Contributions à la Croix-Rouge canadienne pour son programme de sécurité maritime	225 000	250 000	250 000
Paiement aux associations régionales du Service auxiliaire canadien de sauvetage maritime pour assurer des services bénévoles de recherche et de sauvetage et pour promouvoir la sécurité maritime par des programmes d'éducation et de prévention des accidents	1 500 000	1 510 000	1 224 440
Contributions au Conseil des industries forestières de la Colombie-Britannique	-	-	90 000
Contributions à la ville de Botwood	-	-	10 000
Contributions à la Corporation St-Laurent/Grands Lacs	-	15 000	-
Exposition et conférence internationale des affaires	-	5 000	-
Conférence sur les ordinateurs (Ports Canada)	-	5 000	-
Ville de Corner Brook, Terre-Neuve	-	10 000	-
Conférence circumpolaire Inuit	-	25 000	-
<b>Total des paiements de transfert</b>	<b>1 742 205</b>	<b>1 838 817</b>	<b>1 592 957</b>
	<b>1 725 000</b>	<b>1 820 000</b>	<b>1 574 440</b>

Tableau 3-12: Détails des paiements de transfert - Politiques et coordination

(dollars)	Budget des dépenses	Pévu	Réel
	1993-1994	1992-1993	1991-1992
<b>Subventions</b>			
Services de traversiers et services côtiers pour passagers et fret - Province de la Colombie-Britannique	18 401 400	19 572 815	18 814 587
Subvention à l'Institut of Risk Research de l'Université de Waterloo, pour appuyer les objectifs du programme de recherche et de développement de Transports Canada	-	50 000	50 000
<b>Contributions</b>			
Association du transport du Canada	144 000	343 000	371 175
Association des communautés aéroportuaires canadienne	-	-	125 000
Programme d'aide pour le transport des handicapés	-	-	1 134 864
Stratégie nationale d'intégration des personnes handicapées	4 750 000	3 465 000	-
Améliorations de routes en vertu d'accords généraux de développement/EDER:	-	5 794 000	18 500 002
- Terre-Neuve	-	-	-
- Québec	10 385 000	16 979 116	3 465 500
Études sur les transports EDER - Québec	292 500	362 000	-
Programme d'amélioration des routes:	5 000 000	12 000 000	7 770 701
- Nouvelle-Écosse	5 000 000	12 000 000	7 770 701
- Nouveau-Brunswick	6 668 000	5 900 000	21 100 000
- Québec	-	-	409 875
- Yellowhead	-	-	918 184
Accord sur la route transcanadienne - Terre-Neuve	30 000 000	31 000 000	-
Routes régionales de Terre-Neuve	21 000 000	20 976 360	-
Abandon de l'exploitation d'un chemin de fer à Terre-Neuve/arpenage	-	540 000	35 466 173
Accord de développement coopératif de l'Île-du-Prince-Édouard	3 793 000	3 396 640	4 646 000
Infrastructure maritime des transports du Nord du Québec	54 000	150 000	-
Code national de sécurité pour les transporteurs routiers commerciaux	-	2 628 500	3 836 361
Services de traversiers et de cabotage pour marchandises et voyageurs	17 113 500	12 995 663	12 623 674
Paiement à la Commission canadienne du blé pour l'acquisition et la location de wagons-trémies afin de transporter du grain dans l'ouest canadien	14 029 200	15 958 000	14 926 796
Pensions supplémentaires de Terre-Neuve	1 610 000	1 600 000	1 579 127
Caisse de prévoyance des employés des chemins de fer de l'intercolonial et de l'Île-du-Prince-Édouard	1 624 000	1 500 000	1 435 408
Troisième conférence au sommet des principales villes du monde	-	-	100 000
Train à grande vitesse (corridor Québec-Windsor)	750 000	1 100 000	-
Association des propriétaires-opérateurs de l'ouest	-	12 500	12 500
L'Institut canadien de recherche sur le camionnage	850 000	1 050 000	50 000
Coopérative des propriétaires de camions-remorques indépendants	420 000	1 380 000	-
Coalition nationale des voituriers-remorqueurs	-	600 000	21 670
Initiative stratégique d'investissement en capital	140 000 000	-	-
- Autoroutes	-	-	-
<b>Pont Victoria (statutaire)</b>	3 812 000	3 055 000	2 908 327
<b>Total des paiements de transfert</b>	280 696 600	162 408 594	150 265 924
	262 295 200	142 785 779	131 401 337

#### 4. Paiements de transfert

Les paiements de transfert de 332,5 millions de dollars planifiés pour 1993-1994 représentent 15,8 % du total des dépenses budgétaires nettes du Ministère. Le tableau 3-11 renferme des renseignements sommaires comparatifs sur les niveaux de subventions et de contributions par activité du Ministère. Aux tableaux 3-12 à 3-17 figure une liste pluriannuelle comparative de toutes les subventions et les contributions versées par le Ministère.

**Tableau 3-11 : Paiements de transfert par Activité**

(en milliers de dollars)				
Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992	Pour plus de détails voir la page	
<b>Politiques et coordination</b>				
Subventions	18 402	19 623	18 865	
Contributions*	262 295	142 786	131 401	
<b>Garde côtière canadienne</b>				
Subventions	17	19	18	
Contributions	1 725	1 820	1 575	
<b>Aviation</b>				
Subventions**	22	25	79	
Contributions	579	1 237	764	
<b>Aéroports</b>				
Subventions	-	-	-	
Contributions	39 810	32 800	31 223	
<b>Surface</b>				
Subventions	-	-	-	
Contributions	9 213	7 837	11 514	
<b>Administration du Ministère</b>				
Subventions	27	40	20	
Contributions	369	385	306	
<b>Total du Ministère</b>				
Subventions	18 468	19 707	18 982	
Contributions	313 991	186 865	176 783	
<b>Total des paiements de transfert</b>	<b>332 459</b>	<b>206 572</b>	<b>195 765</b>	
% de variation par rapport à l'année précédente	<b>60,9</b>		5,5	

\* Y compris un paiement statutaire de 3 812 000 \$ en 1993-1994 concernant la fin de la perception de péages au pont Victoria (3 055 000 \$ en 1992-1993 et 2 908 327 \$ en 1991-1992).

\*\* Arrondissement des données.

**Réalisations:** La décision du gouvernement d'adjudger à Micronav International Inc. de Sydney (Nouvelle-Écosse) le marché pour la phase I du MLS, prise pour favoriser une occasion de retombées économiques pour le Canada atlantique, créera des occasions d'emplois.

(en milliers de dollars)			
Coût total	Dépenses prévues	Budget des	
estimatif	jusqu'au	dépenses	Besoins des
courant	31 mars 1993	1993-1994	années futures
626 705	16 624	31 250	578 831

**Résumé des coûts:** Les coûts non renouvelables liés au projet approuvé sont les suivants:



Résumé des coûts: Les coûts non renouvelables liés au projet approuvé sont les suivants:

(en milliers de dollars)			
Coût total	Dépenses prévues	Budget des dépenses	Besoins des années futures
estimatif	jusqu'au	1993-1994	
courant	31 mars 1993		
658 658	199 696	110 000	348 962

**Réalisations:** Le marché a été adjugé à Hughes Aircraft of Canada et le travail de conception a été entrepris. L'étape de l'examen des exigences du système a été franchie avec succès en juin 1990, celle de l'examen de la conception du système en décembre 1990 et celle de l'examen des spécifications des logiciels en novembre 1992. La prochaine étape est l'examen de la conception préliminaire, prévue pour juin 1993.

d. **Projet du Système d'atterrissage hyperfréquences (MLS)**

**Aperçu:** Le système d'atterrissage hyperfréquences (MLS) est un nouveau système électronique d'approche et d'atterrissage de précision adopté en 1978 par l'Organisation de l'aviation civile internationale (OACI) pour l'usage international.

L'utilisation du MLS accroîtra globalement la fiabilité du service d'approche de précision tandis que le brouillage que subissent présentement les stations de radiodiffusion FM sera supprimé. Le MLS favorisera l'automatisation avancée du système de contrôle de la circulation aérienne et constituera l'un des éléments de la solution visant à régler les problèmes de capacité sans cesse croissants que connaîtra l'aéroport dans le futur, en améliorant la sécurité des vols à l'intérieur de l'espace aérien terminal. La collecte des usagers profitera des principaux avantages que présente l'utilisation du MLS, il s'agit avant tout des grandes compagnies aériennes commerciales. Les avantages comprennent des diminutions du nombre d'interruptions de vol et des économies de coût afférentes et l'établissement de meilleures conditions de sécurité et de meilleures trajectoires de vol.

**Ministère principal et autres ministères participants**

- Ministère promoteur: Transports Canada
- Autorité contractante: Approvisionnement et Services Canada
- Ministères participants: Industrie, Sciences et Technologie Canada

Agence de promotion économique du Canada atlantique  
Agence de diversification de l'économie de l'Ouest  
Agence fédérale du développement régional - Québec

**Étapes importantes**

- Approbation de principe
- Approbation préliminaire du projet
- Approbation préliminaire du projet - modification
- Approbation finale du projet - phase I
- Adjudication du marché d'acquisition d'un modèle-type
- Adjudication du marché - CAT I, II, III

- juin 1985
- juillet 1989
- septembre 1991
- juillet 1992
- mars 1993
- juin 1993

**Dates**

## c. Projet d'automatisation du Système canadien de la circulation aérienne (CAATS)

**Aperçu:** La stratégie d'acquisition du CAATS a été approuvée en juin 1988 pour des systèmes opérationnels de traitement des données de vol aux sept centres de contrôle régionaux, y compris l'équipement pour unités de contrôle terminales, 60 tours de contrôle d'aéroport et à l'unité de réservation d'attente, et l'acquisition de postes de travail polyvalents de contrôleur aux sept centres de contrôle régionaux et aux deux unités de contrôle terminales. Il reste aussi à acquérir des systèmes non opérationnels de traitement des données de vol et des postes de travail polyvalents de contrôleur pour la formation opérationnelle régionale à l'Institut de formation de Transports Canada, à Cornwall, pour le Centre de recherche et d'expérimentation à l'aéroport international d'Ottawa, et le Centre des systèmes techniques, à Ottawa.

L'objectif global de ce projet consiste à remplacer l'infrastructure des systèmes existants utilisés dans le traitement et l'affichage des données de vol par un tout nouveau système intégré de contrôle de la circulation aérienne capable de répondre aux exigences qui suivent:

- permettre à l'activité de réduire considérablement l'augmentation prévue à long terme des coûts de personnel, d'exploitation et d'entretien;
- répondre aux demandes liées à l'expansion future des services de la circulation aérienne à des niveaux appropriés de service tout en assurant le maintien et l'amélioration de la sécurité;

- permettre aux contrôleurs de la circulation aérienne d'accomplir leurs tâches de façon plus efficace grâce à l'utilisation de postes de travail modernes et fiables qui amélioreront en outre leur productivité, et

- faire bénéficier les usagers d'avantages importants en réduisant les retards qu'entraîne le système actuel et en fournissant des routes plus efficaces, de meilleures informations sur les mouvements d'aéronefs, et des services de planification de vol améliorés.

L'approbation finale du projet a été obtenue le 23 novembre 1989, pour un coût total estimatif de 658 658 000 dollars. Une analyse complète de rentabilité a été accomplie et elle révèle un taux de 2:1 (avantages:coûts).

### Ministère principal et autres ministères participants

- Ministère promoteur: Transports Canada
- Autorité contractante: Approvisionnement et Services Canada
- Ministère participant: Industrie, Sciences et Technologie Canada

### Étapes importantes

- Approbation du document d'approbation de programme mai 1985
- Demande de prix et disponibilité mai 1987
- Demande de propositions février 1989
- Approbation préliminaire du projet mai 1989
- Approbation finale du projet novembre 1989
- Adjudication du marché de production/construction décembre 1989
- Revue de la conception du système (Digital Equipment of Canada) décembre 1990

b. Projet de modernisation des radars (RAMP)

**Apçur:** En juin 1983, le gouvernement a approuvé l'acquisition et l'installation de 24 nouveaux systèmes radar de surveillance de région terminale, de 17 nouveaux systèmes radar secondaires de surveillance autonome, de 29 équipements des installations d'affichage et de 10 systèmes de traitement et d'affichage des données radar.

Ministère principal et autres ministères participants

- Ministère promoteur: Transports Canada
- Autorité contractante: Approvisionnement et Services Canada
- Ministère participant: Industrie, Sciences et Technologie Canada

Étapes importantes

- Approbation du document d'approbation de programme
  - Approbation préliminaire du projet
  - Approbation finale du projet
  - Adjudication du marché de production/construction
  - Mise en service du premier système
  - Livraison du système au premier site opérationnel
- juillet 1979  
juillet 1981  
juillet 1983  
mai 1984  
août 1989  
janvier 1990

Résumé des coûts: Les coûts non renouvelables liés au projet approuvé sont les suivants:

(en milliers de dollars)			
Côté total	estimatif	jusqu'au	Budget des dépenses
	courant	31 mars 1993	1993-1994
810 504		769 737	25 000
RAMP			15 767

**Réalisations:** À ce jour, les avantages socio-économiques que procure directement le projet s'élèvent à 199,9 millions de dollars, et les retombées compensatrices à 180,0 millions de dollars. Les avantages que retirent les petites entreprises s'élèvent par ailleurs à 27,3 millions de dollars et les immobilisations sont de l'ordre de 6,0 millions de dollars. Les retombées directes et compensatrices de l'équipement radar et des installations d'affichage dans les régions sont les suivantes:

- Atlantique 24,6 millions de \$
- Québec 105,8 millions de \$
- Ontario 175,2 millions de \$
- Ouest 74,1 millions de \$

Les travaux de génie civil sont achevés à 41 sites d'un bout à l'autre du Canada. De l'équipement d'installation radar (RSE) a été installé à 35 sites. Le bureau de projet RAMP (BPR) a accepté 32 sites RSE au nom de Transports Canada. À date, trois systèmes RSE sont en fonctionnement: Goose Bay (août 1989), Holberg (août 1992) et Calgary (septembre 1992). Les 10 systèmes de traitement des données radar (RDPS) ont tous été installés, mis à l'essai et inspectés. Tout le matériel de poste d'affichage (DSE) a été livré. Vingt-cinq (25) systèmes DSE ont été installés et mis à l'essai. Le système de matériel de poste d'affichage à Calgary a été mis en service le 1<sup>er</sup> septembre 1992. Les premiers RDPS ont été mis en service en décembre 1992. Les RSE seront mis en service en 1992, 1993 et 1994.

Ajout - Principaux projets d'Etat

Un certain nombre de projets inscrits au programme d'immobilisations de Transports Canada peuvent être considérés comme principaux projets de l'Etat. Ils sont énumérés ci-après.

a. Modernisation du NGCC Louis S. St-Laurent

**Description:** La modernisation du NGCC Louis S. St-Laurent a pour objet d'assurer la réalisation des exigences du programme au cours des vingt prochaines années. L'objectif général de cette modernisation est de fournir à la flotte de la Garde côtière canadienne un brise-glace à trois hélices fiable et rentable dont le fonctionnement demande moins de ressources. Les objectifs poursuivis sont les suivants: augmenter l'efficacité du brise-glace, réduire sa consommation de combustible ainsi que son équipement, améliorer sa capacité d'intervention, accroître la sécurité des fonctions d'escorte et remplacer son isolation en amiante par un matériau approuvé. Des tôles et des pièces d'acier corrodées qui ont été découvertes après l'enlèvement de l'équipement déclaré excédentaire seront également remplacées.

Ministère principal et ministères participants

- Autorité principale: Transports Canada
- Ministère de service: Approvisionnement et Services Canada
- Tiers: Industrie, Sciences et Technologie Canada

Etapes importantes

- Adjudication du marché de définition (MD) (conception)
  - Présentation de la conception détaillée de l'entrepreneur
  - pour l'approbation du gouvernement
  - Modernisation et livraison du navire
- janvier 1988  
automne 1988  
mars 1993

Résumé des coûts: Les coûts non renouvelables liés au projet approuvé sont les suivants:

(en milliers de dollars)			
Coût total	Depenses prévues	Budget des	
estimatif	jusqu'au	depenses	Besoins des
courant	31 mars 1993	1993-1994	années futures
132 495	126 485	6 010	-

**Réalisations:** Tous les systèmes sont installés. On procède à la mise en marche du navire et aux vérifications en vue des essais en mer. Date d'achèvement prévue: à la fin mars 1993 au plus tard.

**Importance du projet:** Etant donné la technologie utilisée, le projet ne présente guère de risques. Pour ce qui est des aspects financiers du marché, Halifax - Dartmouth Industries Limited (H-DIL) a convenu d'inclure tous les travaux qui pourront être nécessaires pour les cinq principaux systèmes. Dans le cas du remplacement des tôles et des pièces d'acier, l'Etat exécutera les travaux "selon les besoins".



Explication des changements - Coût total estimatif précédent versus courant - Administration  
du Ministère

Coût	Coût total	estimatif précédent	estimatif courant	Augmentation/ (Diminution)

(en milliers de dollars)

Finances et administration

1. Administration centrale - Système ministériel intégré de gestion des finances et du matériel

L'augmentation dans le coût estimatif est attribuée : a) aux estimations plus précises (de type D à type B), et b) encore plus à une modification dans l'objet de la vérification. Dans les estimations précédentes, les coût des stations de travail et du réseau local devaient être assumés par le Ministère. Ceci, toutefois, ne s'est pas matérialisé à cause de la réduction du Budget des dépenses et, par conséquent, les coûts dont il est fait mention ont été incorporés au budget même du projet.

Personnel

2. Remplacement du simulateur de tour de contrôle de la circulation aérienne

L'augmentation des coûts depuis le dernier Budget des dépenses pour le remplacement du simulateur de la circulation aérienne est attribuable à un ajustement pour l'inflation.



Tableau 3-9: Détails des grands projets d'immobilisations - Administration du Ministère

(en milliers de dollars)					
Coût	Coût	Depenses	Budget des	Besoins	
total	total	prévues	1993-1994	des	
estimatif	estimatif	jusqu'au	depenses	années	
précédent	courant	31 mars 1993	1993-1994	futures	
<b>Finances et administration</b>					
<b>Administration centrale - Ottawa</b>					
1. Système ministériel intégré de gestion des					
finances et du matériel (B-AF) .....					
17 557	41 700	4 301	15 140	22 259	
pour la réfection de la tour C (B-AF) .....					
5 157	5 157	2 448	1 347	1 362	
<b>Personnel</b>					
<b>Administration centrale - Ottawa</b>					
Système intégré du personnel de Transports					
Canada - SIPT (B-AF) .....					
Cornwall, Ontario					
2. Remplacement du simulateur de tour de					
contrôle de la circulation aérienne (C-AF) .....					
2 330	2 362	1 100	1 046	216	
5 000	7 146	141	6 846	159	

Tableau 3-10: Détails des grands projets d'immobilisations - Politiques et coordination

(en milliers de dollars)					
Coût	Coût	Depenses	Budget des	Besoins	
total	total	prévues	1993-1994	des	
estimatif	estimatif	jusqu'au	depenses	années	
précédent	courant	31 mars 1993	1993-1994	futures	
<b>NOUVELLE-ÉCOSSE / ÎLE-DU-PRINCE-ÉDOUARD</b>					
<b>Caribou, N.-É. / Wood Islands, Î.-P.-É.</b>					
64 615	64 615	50 148	9 706	4 761	
<b>Traversier et terminus - Northumberland (B-AF)</b>					

1. et 2. Voir p. 3-24 pour l'explication des changements apportés au coût estimatif.

Explication des changements - Coût total estimatif précédent versus courant - Aéroports

(en milliers de dollars)		Coût	Coût	De la	Page	Coût	Coût	Coût
		total	précédent	la		total	courant	Augmentation/ (Diminution)

1.	<b>St. John's</b> - Aménagement de la zone de l'aviation générale et des tabliers	3-19	1 604	3 311	1 707			
	Rapporté incorrectement dans le Budget des dépenses de 1992-1993. Le coût total estimatif courant aurait dû se lire 3 311 et non pas 1 604.							
2.	<b>Lester B. Pearson</b> - Remplacement des dalles du tablier de l'aérogare 1	3-19	9 141	5 944	(3 197)			
	Les besoins pour les phases des années futures sont présentement ré-évalués.							
3.	<b>Thunder Bay</b> - Nouvelle aérogare et station d'information de vol	3-20	38 495	33 400	(5 095)			
	Le coût total estimatif courant de 1992-1993 incluait la portion du projet de l'activité Aviation. À partir de 1993-1994, les projets conjoints seront relevés séparément par chaque activité.							
4.	<b>Halifax</b> - Revêtement de la piste 18-36, des voies de circulation B,C,D et du tablier 11	3-21	15 019	11 697	(3 322)			
	La réduction du coût total estimatif est attribuable aux offres moins élevées que prévues.							
5.	<b>Norman Wells</b> - Construction de l'aérogare et travaux connexes	3-21	7 677	6 268	(1 409)			
	Le coût total estimatif courant de 1992-1993 incluait la portion du projet de l'activité Aviation. À partir de 1993-1994, les projets conjoints seront relevés séparément par chaque activité.							

Tableau 3-8: Détails des grands projets d'immobilisations - Aéroports (suite)

(en milliers de dollars)				
Coût	Coût	Dépenses	Budget des	Besoins
total	total	prévues	dépenses	des
estimatif	estimatif	jusqu'au	1993-1994	années
précédent	courant	31 mars 1993	1993-1994	futures

COLOMBIE-BRITANNIQUE (suite)

Quesnel

Construction d'une nouvelle

Sandspit

aéroport (B-AD) .....

Remplacement de l'aéroport et de la

station d'information de vol (C-AD) .....

Terrace

Restauration de l'aéroport (B-AD) .....

TERritoIRES DU NORD-OUEST

lgalet

4. Révêtement de la piste 18-36, des voies de

circulation B,C,D et du tablier 11 (B-AF) .....

Norman Wells

5. Construction de l'aéroport et travaux

connexes (B-AD) .....

Agrandissement du tablier (B-AD) .....

ÉNONGÉ ÉCONOMIQUE

Initiative stratégique d'investissement

en capital - Aéroports du Grand Nord

canadien .....

Note: Les projets des aéroports internationaux de Montréal, Calgary, Edmonton et Vancouver ne figurent pas sur cette liste car ces aéroports ont été cédés aux administrations aéroportuaires locales.

Tableau 3-8: Détails des grands projets d'immobilisations - Aéroports (suite)

**Tableau 3-8: Détails des grands projets d'immobilisations - Aéroports**

(en milliers de dollars)					
Coût	Coût	Coût	Dépenses	Budget des	Besoins
total	total	estimatif	estimatif	des dépenses	des années
précédent	courant	jusqu'au	31 mars 1993	1993-1994	futurs
<b>TERRE-NEUVE</b>					
<b>Deer Lake</b>					
Restauration de la piste 07-25 et de la voie de circulation A (B-AD) .....	-	1 739	45	1 694	-
<b>St. John's</b>					
1. Aménagement de la zone de l'aviation générale et des tabliers (B-AD) .....	1 604	3 311	203	1 703	1 405
<b>NOUVELLE-ÉCOSSE</b>					
<b>Aéroport international de Halifax</b>					
Amélioration du système de climatisation de l'aérogare (B-AD) .....	7 136	7 136	839	3 800	2 497
Restauration du boulevard Bell (B-AD) .....	-	1 810	1 710	100	-
Installation d'un centre de données techniques (B-AD) .....	-	1 415	848	355	212
<b>NOUVEAU-BRUNSWICK</b>					
<b>Moncton</b>					
Installation d'une passerelle d'embarquement (B-AD) .....	1 188	1 188	52	1 136	-
<b>QUÉBEC</b>					
<b>Charlevoix</b>					
Repaver la piste 15-33, la voie de circulation A et le tablier 1 (C-AD) .....	1 493	2 269	123	-	2 146
<b>Bureau régional - Dorval</b>					
Gestion du Programme Inuit (B-AD) .....	3 157	3 059	2 930	78	51
<b>St-Hubert</b>					
Repaver la piste 06-24, les voies de circulation F, G, H, P, T et l'aire de stationnement (B-AD) .....	2 734	2 140	2 140	-	-
<b>ONTARIO</b>					
<b>Aéroport international Lester B. Pearson</b>					
Remplacement du système de contrôle d'accès (B-AD) .....	-	6 776	479	1 509	4 788
Remplacement des signaux lumineux du côté piste (B-AD) .....	-	1 027	-	1 027	-
Remplacement de l'équipement électronique du stationnement (B-AD) .....	1 995	1 473	920	553	-
2. Remplacement des dalles du tablier de l'aérogare 1 (B-AD) .....	9 141	5 944	3 775	1 145	1 024
Modification des portes de sortie désignées de l'aérogare 1 (B-AD) .....	1 930	1 930	123	-	1 807
Centre d'exploitation de l'aéroport (B-AD) .....	3 428	3 578	3 315	263	-

1. et 2. Voir p. 3-22 pour l'explication des changements apportés au coût estimatif.



Explication des changements - Coût total estimatif précédent versus courant - Aviation

(en milliers de dollars)				
Coût total	Coût précédent	Coût courant	Augmentation/ (Diminution)	
De la Page	estimatif	estimatif		
3-14	4 455	3 142	(1 313)	1. Administration centrale - Programme de remplacement du TACAN
La réduction des coûts estimatifs est causée par la prévision modifiée des dépenses relatives aux installations régionales.				
3-14	448 324	626 705	178 381	2. Administration centrale - Système d'atterrissage hyperfréquences (MLS)
Le but de ce projet a été modifié entre le temps de l'approbation préliminaire accordée par le CT et le temps de la préparation d'une requête visant une approbation finale de projet, à savoir la décision de fusionner le projet au MLS de l'aéroport de l'île de Toronto.				
3-14	46 880	50 999	4 119	3. Administration centrale - Simulateur de gestion de l'espace aérien du Canada (CAMSIM)
L'augmentation du coût estimatif total est causée par les coûts du Bureau de projet et les améliorations apportées au contrat.				
3-16	59 680	52 744	(6 936)	4. Ottawa - Acquisition d'aéronefs à turboréacteurs et de simulateurs
La réduction de la prévision du coût estimatif total est attribuable à la suppression du calcul de la taxe de vente fédérale dans le coût estimatif précédent.				
3-16	9 950	12 128	2 178	5. Administration centrale - Ottawa - Rénovation du hangar des services de vols
L'augmentation des coûts peut être attribuée au changement considérable dans la conception du hangar pour inclure les initiatives en matière d'énergie, donnant lieu à un délai de 2 ans et aux augmentations des prix qui s'imposent.				

Tableau 3-7: Détails des grands projets d'immobilisations - Aviation (suite)

(en milliers de dollars)				
Coût	Coût	Dépenses	Budget des dépenses	Besoins des années futures
total	total	prévues jusqu'au 31 mars 1993	1993-1994	
estimatif	estimatif			
précédent	courant			
1 234	1 234	1 231	3	-
Administration centrale - Ottawa				
Amélioration "A" du système national d'information sur les transports aériens (NACIS) (B-AF) .....				

Tableau 3-7: Détails des grands projets d'immobilisations - Aviation (suite)

SYSTÈME DE NAVIGATION AÉRIENNE (suite)						
MANITOBA						
Winnipeg						
Etablissement d'un nouveau centre de						
contrôle régional (B-AF) .....	192	27 068	27 260	27 345		
Reconstruction de la tour de contrôle (B-AD) .....	-		2 905	3 195		
ALBERTA						
Calgary						
Construction de la tour de contrôle et de						
l'immeuble des opérations aériennes (B-AF) ..	144	16 232	16 376	16 376		
COLOMBIE-BRITANNIQUE						
Pitt Meadows						
Installer un DVOR/DME (B-AF) .....	349	785	1 134	-		
Prince George						
Remplacement du ILS (B-AF) .....	78	1 358	1 436	2 199		
Vancouver						
Etablir un groupe de travail - Amélioration de						
la capacité côté piste (B-AF) .....	173	1 240	1 413	1 413		
TERRITOIRES DU NORD-OUEST						
Coral Harbour						
Relocaliser le NDB (B-AF) .....	870	243	1 113	-		
Norman Wells						
ATB/FSS (B-AF) .....	1 370	1 015	2 385	-		
SERVICES DE VOL						
Administration centrale - Ottawa						
4. Achat d'un turboréacteur et simulateur (B-AF)	5 729	47 015	52 744	59 680		
Acquisition de Twin Otter (B-AF) .....	15	6 901	6 916	-		
ONTARIO						
Hamilton						
Nouvel hangar pour services de vol (B-AF) .....	9 561	1 309	10 870	10 499		
Ottawa						
5. Rénovation du hangar pour services de						
vol (B-AF) .....	7 002	2 575	12 128	9 950		
Ateliers de peinture (A-AF) .....	1 134	145	1 279	-		
MANITOBA						
Winnipeg						
Nouvel hangar pour services de vol (B-AF) .....	423	569	6 992	7 062		
	6 000					

4. et 5. Voir p. 3-18 pour l'explication des changements apportés au coût estimatif.

(Renseignements supplémentaires) 3-15

SYSTÈME DE NAVIGATION AÉRIENNE (suite)					
	Administration centrale - Ottawa (suite)				
(en milliers de dollars)	Cout total	estimatif précédent	Cout total estimatif courant	Dépenses prévues jusqu'au 31 mars 1993	Budget des dépenses 1993-1994
					des années futures
-	-	-	1 305	1 068	237
-	-	-	1 852	1 621	231
-	-	-	-	-	-
VHF/AM (B-AF) .....					
Transreceveurs terrestres portatifs					
Nouvelle-Écosse					
Halifax					
Remplacer la tour de contrôle (B-AF) .....	6 578	6 578	462	3 899	2 217
NOUVEAU-BRUNSWICK					
Bureau régional de Moncton					
Système automatisé de gestion des données opérationnelles et d'administration (B-AF) .....	1 637	1 927	1 599	328	-
Moncton Riverview ACC					
Relocaliser l'unité de contrôle terminale au centre de contrôle régional (B-AF) .....	1 929	1 948	1 738	210	-
Saint John					
Construction de la tour de contrôle (B-AF) ....	4 451	4 607	4 232	375	-
QUÉBEC					
Bagotville					
Achat et installation d'un VOR/DME (B-AF) ....	2 524	2 525	2 378	147	-
Chevery					
Installer un système LOC/DME (B-AF) .....	-	1 360	1 334	26	-
Dorval					
Remplacer la tour de contrôle (B-AF) .....	9 894	9 895	8 632	1 263	-
Québec					
Remplacer la tour de contrôle (C-AF) .....	-	8 546	753	610	7 183
Consolidation de l'unité TCU au centre ACC de Montréal (B-AF) .....	2 378	2 378	1 451	927	-
Hoberval					
Remplacer la FSS (B-AF) .....	3 327	2 991	2 851	140	-
ONTARIO					
Oshawa					
Installer un localisateur VHF coimplanté avec un DME (B-AF) .....	1 072	1 035	349	686	-
Sault-Sainte-Marie					
Réaménager la tour de contrôle (B-AF) .....	1 153	1 153	646	507	-
Sudbury					
Réaménager la tour de contrôle (B-AF) .....	1 109	1 100	425	675	-
Thunder Bay					
Complexe ATB/FSS et bureau de réglementation (B-AF) .....	-	3 870	1 456	481	2 673
Bâtiment des services techniques (B-AF) .....	-	-	1 226	230	716

1., 2. et 3. Voir p. 3-18 pour l'explication des changements apportés au coût estimatif.

	Cout total	Cout estimatif précédent	Cout total estimatif courant	Dépenses jusqu'au 31 mars 1993	Budget des dépenses 1993-1994	Besoins des années futures
(en milliers de dollars)						
Système de navigation aérienne - Ottawa						
Installation combinée du système de navigation aérienne (B-AF) .....	34 976	34 976	31 646	1 330	2 000	129
Commutateur modulaire des communications aéronautiques (MACS) (B-AF) .....	48 634	48 634	47 637	868	303	-
FSS de Gander (B-AF) .....	3 382	3 382	3 144	238	334	-
Emetteurs - récepteurs VHF-AM mobiles (B-AF) ..	2 793	2 793	2 459	334	507	187
Etude du système de communication pour la surveillance dépendante automatique (B-AF) ..	2 648	2 648	1 954	507	3 870	-
Radiogoniomètre VHF-Df - aides à la navigation (B-AF) .....	3 902	3 902	2 621	120	1 161	18 853
Acquisition en gros des systèmes VOR/DME et des équipements de soutien (B-AF) .....	43 010	43 055	14 687	9 515	400	850
1. Programme de remplacement des TACAN (B-AF) ..	4 455	3 142	1 892	400	76	-
Acquisition en gros de systèmes VHF/DF(B-AF) ..	4 175	3 500	3 424	76	-	-
Acquisition de deux radiophares omnidirectionnels VHF effet Doppler (B-AD) ...	1 075	1 075	1 075	-	-	-
- Phase II (B-AF) .....	12 469	12 469	12 142	327	1 290	-
Achat de monteurs/conducteurs (B-AF) .....	5 416	5 416	1 644	2 482	3 472	2 478
Groupe électrogène sans coupures - acquisition en gros (B-AF) .....	14 475	14 475	11 597	400	500	378
Système d'affichage de l'information opérationnelle OIDS-2 et OIDS-1 (B-AF) .....	5 496	5 496	4 618	500	300	345
Système national de traitement de données de vol - Matériel/Logiciel de soutien (NFDPs) (B-AF) ..	2 924	2 924	2 279	300	25 000	15 767
Automatisation du Système canadien de la circulation aérienne (CAATS) (A-AF) .....	658 658	658 658	199 696	110 000	348 962	578 831
2. Système d'atterrissage hyperfréquences (MLS) (C-AF) .....	448 324	626 705	16 624	31 250	400	546
Elaboration de l'ingénierie de la formation automatisée (B-AF) .....	1 936	1 936	990	400	15 000	29 772
Modifications et majoration du système GAATS (B-AF) .....	2 979	2 979	2 929	50	500	-
Techniques (B-AF) .....	6 760	6 760	6 260	500	2 000	18 651
Traduction des manuels des manufacturiers (équipement électronique) (B-AF) .....	22 298	22 298	1 647	2 000	1 047	838
Modifications aux simulateurs informatiques régionaux (B-AF) .....	2 685	2 685	800	1 047	-	-

Tableau 3-7: Détails des grands projets d'immobilisations - Aviation



Tableau 3-7: Détails des grands projets d'immobilisations - Aviation

Liste des abréviations et des acronymes utilisés dans l'énumération des projets:

ACC	Centre de contrôle régional
ASDE	Dispositif de détection de l'état des pistes
ATB	Aérogare
ATB/OPS	Aérogare / Exploitation
ATCOPS	Exploitation du contrôle de la circulation aérienne
ATC	Contrôle de la circulation aérienne
AWOS	Système d'observation météorologique automatisé
BILCOM	Projet de communications bilingues
CAATS	Circulation aérienne
CARS	Station radio d'aérodrome communautaire
CASS	Système de sécurité des aéroports du Canada
CPMS	Système de surveillance de la performance et du contrôle
DCPC	Communications directes Contrôleur-Pilote
DF	Radioécomiromètre
DME	Équipement de mesure de distance
DVOR	Radioécomiromètre à très haute fréquence Doppler
EDM	Poste de travail électronique pour gestionnaires de service
EDP	Traitement électronique des données
EMD	Détection électronique magnétique
FSS	Station d'information de vol
GAATS	Système automatisé des services de la circulation aérienne de Gander
ICCS	Système intégré de contrôle et communications
IF	Repère intermédiaire
IFR	Règles de vol aux instruments
IFTC	Institut de formation de Transports Canada
ILS	Système d'atterrissage aux instruments
IRS	Simulateurs régionaux provisionnels
JETS	Système en route-terral conjoint
LOC/DME	Alignement de piste/Équipement de mesure de distance
MACS	Commulateur modulaire de communications
MIDS	Système polyvalent de l'affichage de l'information
MLS	Système d'atterrissage hyperfréquences
MODS	Modifications
NDB	Radioécomiromètre non directionnel
PAL	Station périphérique
P.L.A.	Aéroport international Lester B. Pearson
RAMP	Projet de modernisation des radars
RATD	Affichage de la circulation aérienne régionale (simulateurs)
RATS	Simulateur de la circulation aérienne régionale
RCO	Installation radio télécommandée
R et D	Recherche et développement
RDPS	Système de traitement des données radar
(RAMP)	Station d'information de vol télécommandée
RFSS	Portée visuelle de piste
SCA	Services de la circulation aérienne
SEIP	Intégration et ingénierie des systèmes
SNA	Système de navigation aérienne
TACAN	Système de navigation aérienne tactique
TCU	Unité de contrôle terminal
TELECOM	Télécommunications
TWR	Tour de contrôle
UHF	Ultra haute fréquence
VHF	Très haute fréquence
VHF-AM	Très haute fréquence / Modulation d'amplitude
VHF-DF	Très haute fréquence / Radiogoniomètre
VIP/OIDS	Projection d'information / d'affichage
VOR	Radioécomiromètre à très haute fréquence
VOR/DME	Radioécomiromètre omnidirectionnel
VORTAC	VOR et TACAN co-implantés
VOT	Appareil de vérification de récepteur

Explication des changements - Coût total estimatif précédent versus courant - Garde côtière canadienne

(en milliers de dollars)		Coût total	estimatif précédent	estimatif courant	Augmentation/ (diminution)
De la	Page	Coût total	estimatif précédent	estimatif courant	Augmentation/ (diminution)
1.	Cape Race - Remplacement du Loran "C"	3-8	16 570	19 491	2 921
<p>Une approbation finale modifiée pour augmenter le coût estimatif total a été reçue du Conseil du Trésor le 16 juin 1992. En raison de l'annulation des opérations à Angisoc, Groënland, la construction d'une nouvelle station, conjointement avec les stations existantes à Cape Race et à Fox Harbour, fournira la couverture LORAN-C à la côte est et nord-est de Terre-Neuve. Cette recommandation propose de rénover la station LORAN-C de Cape Race au moyen d'une capacité réduite et de construire une nouvelle station LORAN-C à Comfort Cove, au centre de Terre-Neuve.</p>					
2.	Fraser River - Mur de dérivation - Steveston	3-9	13 631	18 137	4 506
<p>L'augmentation du coût est causée par les problèmes relatifs au matériel de remblissage lors de la construction de bermes sous-marines. Ces problèmes ont exigé un nouveau dessin et ont entraîné des dépenses additionnelles. La proposition relative au dépassement des coûts est étudiée présentement avec Travaux publics Canada.</p>					
3.	Programme d'automatisation des phases	3-10	18 066	16 554	(1,512)
<p>Le coût estimatif total de ce programme a été réduit car les dépenses actuelles ont été moindres qu'anticipées. Cette réduction est principalement causée par une modification mineure à la portée du projet dans la région de l'ouest ainsi qu'une réduction importante dans les coûts proposés reliés à la gestion du projet.</p>					
4.	Remplacement des simulateurs de navigation	3-10	14 809	11 284	(3,525)
<p>Le coût estimatif total a été réduit en raison de l'adjudication du contrat à un coût moindre que prévu.</p>					
5.	Baie-Combeau - Restauration portuaire	3-11	25 884	28 577	2 693
<p>Les coûts estimatifs totaux ont augmenté en raison des réclamations reçues de la part de l'entrepreneur. Les réclamations sont à l'étude et on anticipe que le règlement final sera moindre que le montant réclamé. L'approbation du dépassement des coûts a été reçue le 11 juin 1992.</p>					
6.	Rimouski - Reconstruction de la jetée est	3-11	23 802	18 432	(5 370)
<p>Une réduction des coûts estimatifs totaux est causée par le besoin urgent de commencer la phase I du projet en 1992-1993. Cette phase a reçu l'approbation finale du Conseil du Trésor et figure sur la liste sous la rubrique Rimouski - Reconstruction du quai éperon.</p>					

Tableau 3-6: Détails des grands projets d'immobilisations - Garde côtière canadienne (suite)

(en milliers de dollars)				
Coût total	Coût total	Dépenses prévues	Budget des dépenses	Besoins des années futures
estimatif précédent	estimatif courant	jusqu'au 31 mars 1993	1993-1994	

PLAN DE GESTION DES BIENS DES HAVRES ET PORTS (PGBHP)

TERRE-NEUVE

Mary's Harbour	-	2 670	110	1 292	1 268
Prolongement du quai (B-AD)					
Lapointe	-	2 213	49	1 778	386
Reconstruction du quai (B-AD)					

QUÉBEC

5. Baie-Combeau	25 884	28 577	26 080	2 497	-
Restauration portuaire (B-AF)					
Les Méchins	8 759	8 609	7 935	674	-
Reconstruction du quai (B-AF)					
Baie Ste-Catherine	3 000	2 100	1 700	400	-
Reconstruction du quai (B-AD)					
Montmagny	-	5 560	1 702	3 689	169
Restauration du quai (B-AD)					
Tradoussac	5 994	5 002	4 967	35	-
Reconstruction du quai (B-AD)					
Gros Cacouna	3 607	3 607	1 115	1 725	767
Etudes environnementales	-	57 179	-	5 000	52 179
et d'ingénierie (B-AF)					
Restauration du quai - Phase II (B)	-	3 550	3 030	420	100
Reconstruction du quai éperon (B-AF)					
6. Reconstruction de la jetée est	23 802	18 432	801	5 000	12 631
(C-AF)					
Tête-à-la-Baleine	5 252	4 610	4 490	120	-
Reconstruction du quai (B-AD)					

ONTARIO

Pelee Island	-	13 340	2 500	10 571	269
Installations pour traversier					
en terre ferme (B-AF)					

5. et 6. Voir p. 3-12 pour l'explication des changements apportés au coût estimatif.

Tableau 3-6: Détails des grands projets d'immobilisations - Garde côtière canadienne (suite)

Coût	Coût total	Coût total estimatif	Coût précédent estimatif	Coût courant	Dépenses prévues jusqu'au 31 mars 1993	Dépenses des années futures

PLAN D'IMMOBILISATIONS À LONG TERME						
DE LA GARDE CÔTIÈRE CANADIENNE (PILT GC) (suite)						
COLOMBIE-BRITANNIQUE						
Systèmes de navigation maritime (suite)						

Comox	Plan global des stations radio	de la Garde côtière canadienne (B-AD)	2 732	2 732	2 230	502	-
	Tofino	Plan global des stations radio	-	2 756	-	96	2 660
	de la Garde côtière canadienne (C-AD)		-				
TERRITOIRES DU NORD-OUEST							
Inuvik	Centre des opérations (B-AF)		3 344	3 344	3 244	100	-
	Réglementation maritime						
	ONTARIO						

Port Colbourne	Centre d'urgence maritime (D-AD)		-	1 590	-	109	1 481
	Systèmes de navigation maritime						
	PLUSIEURS PROVINCES						
Systèmes NAVTEX (B-AF)	4 654	4 216	483	1 000	2 733		
	Programme permanent de remplacement des phares (B-AF)	18 066	16 554	16 470	84	-	
	Programme d'automatisation						
Dégelage et opérations dans l'Arctique	2 484	2 094	1 630	400	64		
	maritime (B-AD)						
	de l'équipement de radiodiffusion						

Systèmes de positionnement de couverture mondiale pour navires (B-AD)	-	1 152	-	249	903		
	Acquisition de radiogoniomètres VHF pour les navires de la GCC (B-AF)	3 028	2 291	1 172	350	769	
	Systèmes de communication sur support en papier pour les navires de la GCC (B-AF)	3 254	3 254	820	700	1 734	
Réglementation maritime	1 748	1 207	472	400	335		
	les navires de la GCC (B-AD)						
	localisation des sinistres (RLS) pour						

4. Remplacement de simulateurs de navigation (B-AF)	14 809	11 284	3 392	6 106	1 786		

3. et 4. Voir p. 3-12 pour l'explication des changements apportés au coût estimatif.

Tableau 3-6: Détails des grands projets d'immobilisations - Garde côtière canadienne (suite)

(en milliers de dollars)					
Coût total	Coût estimatif	Coût total estimatif	Coût total estimatif	Coût total estimatif	Coût total estimatif
précédent	courant	précédent	courant	précédent	courant
jusqu'au 31 mars 1993	prévues	prévues	prévues	prévues	prévues
Besoins	Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses	Budget des dépenses
des années	1993-1994	1993-1994	1993-1994	1993-1994	1993-1994
futures	futures	futures	futures	futures	futures
PLAN D'IMMOBILISATIONS À LONG TERME					
DE LA GARDE CÔTIÈRE CANADIENNE (PILT GC) (suite)					
Systèmes de navigation maritime (suite)					
NOUVEAU-BRUNSWICK					
Saint John (Fundy)					
Services du trafic maritime -	Acquisition d'équipement (B-AF) .....	9 832	9 832	1 776	6 549
1 507					
NOUVELLE-ÉCOSSE					
Dartmouth					
Amélioration électrique du quai (B-AD) .....	-	1 230	96	1 134	-
Canso Canal					
Dispositif d'assèchement (B-AF) .....	6 209	6 208	5 561	647	-
Pugwash					
Dragage de restauration (B-AD) .....	-	2 405	-	2 405	-
Liverpool					
Amélioration au havre Queens (B) .....	-	9 272	-	2 000	7 272
QUÉBEC					
Sorel					
Réfection du quai (B-AF) .....	-	6 279	-	5 690	589
Services du trafic maritime -	Relocalisation de l'aéronef (C-AP) .....	10 691	10 596	10 033	563
-					
3 221					
ONTARIO					
Sarnia					
Services du trafic maritime -	Remplacement d'équipement				
Plan Vent (B) .....	-	9 284	-	1 650	7 634
Lake St. Clair South East Bend					
Dragage de restauration (B-AD) .....	-	1 862	-	1 862	-
MANITOBA					
Selkirk					
Redéveloppement de la base (B-AD) .....	-	1 833	835	998	-
COLOMBIE-BRITANNIQUE					
2 Fraser River					
Mur de dérivation - Steveston (B-AF) .....	13 631	18 137	8 008	500	9 629
Vancouver					
Plan global des stations radio					
de la Garde côtière Canadienne (B-AD) .....	-	2 940	-	1 548	1 392

2. Voir p. 3-12 pour l'explication des changements apportés au coût estimatif.



Tableau 3-6: Détails des grands projets d'immobilisations - Garde côtière canadienne

Coût	Coût total	Coût estimatif précédent	Coût total estimatif courant	Dépenses prévues 31 mars 1993	Budget des dépenses des années 1993-1994	Besoins des années futures

PLAN D'INVESTISSEMENT DE LA FLOTTE (PIF)

ADMINISTRATION CENTRALE

Systèmes de navigation maritime

Enlèvement d'amiante	NGCC Griffon (B-AD) .....	-	4 790	-	4 790	-
Plan de reconstruction de la flotte -	Acquisition de deux catamarans	et un aéroglisseur (C-AF) .....	28 487	28 491	1 066	18 431
Plan de reconstruction de la flotte -	Modification de plusieurs navires	(C-AD) .....	2 906	2 049	137	1 225
Dégelacage et opérations dans l'Arctique	Travail de garantie	NGCC Henry Larsen (B-AD) .....	-	2 945	449	696
Modernisation de navire	NGCC Louis S. St-Laurent (B-AF) .....	132 495	132 495	126 485	6 010	-
Recherche et sauvetage maritimes	Remplacement d'embarcations	de recherche et sauvetage (B-AF) .....	46 554	46 535	40	11 301
ARJUN (Remplacement de classe "S")	(anciennement remplacement	du NGCC Spume) (B-AD) .....	3 178	3 131	3 018	113
COLOMBIE-BRITANNIQUE	Recherche et sauvetage maritimes	Kitilano - Reconstruction de la Base	de recherche et sauvetage (C-AD) .....	2 666	155	2 511

PLAN D'IMMOBILISATIONS À LONG TERME  
DE LA GARDE CÔTIÈRE CANADIENNE (PILT GC)

Systèmes de navigation maritime

TERRE-NEUVE

1. Cape Race	Remplacement du Loran "C" (B-AF) .....	16 570	19 491	9 446	7 931	2 114
St. John's	Installation d'entretien des bouées (B-AD) .....	-	2 901	2 701	200	-

1. Voir p. 3-12 pour l'explication des changements apportés au coût estimatif.

**Approbation au Ministère d'un projet (AD):** L'autorisation du Conseil du Trésor n'est pas requise.

Tous les projets dont le coût total estimatif est de 1 million de dollars et plus figurent dans ces tableaux. Il en est de même des projets qui apparaissent au Budget des dépenses de l'année dernière et pour lesquels des dépenses avaient été prévues pour les années futures. Les explications du fait que le coût total estimatif d'un projet a varié de 20 p. cent ou de 1 million de dollars (selon le plus important des deux) font l'objet de notes en bas de page. Les projets des aéroports de Montréal, Calgary, Edmonton et Vancouver ne sont pas indiqués car ces aéroports ont été cédés à des administrations aéroportuaires locales. Enfin, les pages 3-25 et suivantes fournissent des détails sur les grands projets de l'État dont est chargé le Ministère.

**Tableau 3-5: Réduction des dépenses en capital pour retard - Budget des dépenses de 1993-1994**

Budget des dépenses 1993-1994					
(en milliers de dollars)					
	Projets inscrits	Non inscrits	Total du Programme	Réduction pour retard	Total du Budget
Politiques et coordination	9 706	620	10 326	-	10 326
Garde côtière canadienne	122 451	41 637	164 088	16 161	147 927
Aviation	250 182	60 878	311 060	58 735	252 325
Aéroports	68 569	66 779	135 348	11 442	123 906
Surfacc	-	2 419	2 419	-	2 419
Administration du Ministère	24 717	4 995	29 712	-	29 712
<b>Total</b>	<b>475 625</b>	<b>177 328</b>	<b>652 953</b>	<b>86 338</b>	<b>566 615</b>

Dans les tableaux 3-6 à 3-10 suivants, les divers projets d'immobilisations sont ventilés par activité, sous-activité, province et lieu. Lorsque le lieu ne figure pas en caractère gras, c'est que le projet en englobe plusieurs. On y retrouve aussi, pour chaque projet, une indication de l'estimation des coûts et du type d'approbation obtenue. Les définitions suivantes s'appliquent:

**Estimation de type A:** Il s'agit de l'estimation la plus précise et la plus détaillée. Elle se limite habituellement aux biens en cours de production ou aux commandes immédiates ou répétées. Elle doit s'appuyer sur des données de production complètes, sur des calendriers de production exécutoires ou sur un autre instrument exécutoire. En règle générale, une estimation de type A sert à appuyer une présentation visant à accroître les résultats d'un projet assujéti à un contrat dont l'une des dispositions justifie l'estimation.

**Estimation de type B:** Cette estimation porte sur la conception de tous les principaux systèmes et sous-systèmes, les plans de production, l'examen du site et des installations, les besoins spéciaux en matière de transport et les contraintes touchant le marché du travail, en plus de faire état de tous les autres objectifs importants travaux de définition du projet, souvent en vertu d'un contrat avec le secteur privé, et la participation des organismes de services communs appropriés.

**Estimation de type C:** Cette estimation englobe les coûts du cycle de vie de la solution préliminaire permettant de satisfaire à l'énoncé des exigences, y compris une analyse préliminaire des sources d'approvisionnement et de l'état d'avancement des installations de production et de la technologie, effectuée en collaboration avec les organismes de services communs appropriés. L'estimation doit être assez précise pour justifier les décisions d'investissement.

**Estimation de type D:** Il s'agit d'une estimation provisoire du coût total et de la durée d'un projet fondée sur un énoncé des exigences détaillé et conforme à une mission.

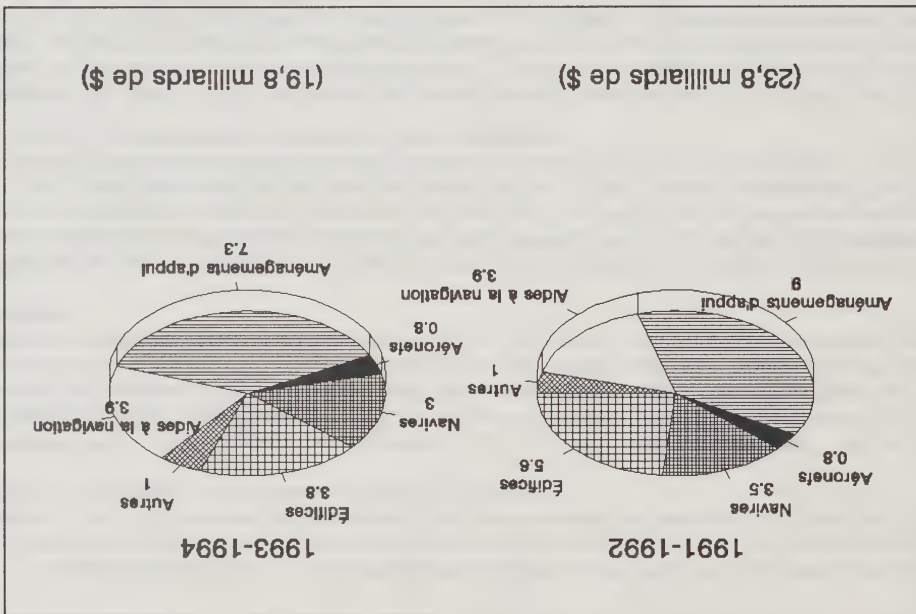
**Approbation provisoire d'un projet (AP):** Autorisation du Conseil du Trésor d'entreprendre un projet en fonction des exigences opérationnelles prévues. Cette approbation s'étend aux objectifs de l'étape de définition du projet et aux dépenses pertinentes. Les ministères parrains peuvent solliciter l'approbation provisoire après avoir examiné le cycle de vie complet du projet et en avoir établi le coût, habituellement d'après une estimation de type C, et après avoir préparé une estimation de type B visant le coût de l'étape de définition du projet.

**Approbation finale d'un projet (AF):** Autorisation du Conseil du Trésor couvrant les objectifs de l'étape d'exécution du projet et les dépenses pertinentes. Les ministères parrains peuvent solliciter l'approbation finale après avoir établi l'ampleur du cycle de vie du projet et en avoir établi le coût, au moins d'après une estimation de type B.

et chemin de fer, qui relèvent respectivement de la compétence des provinces et des sociétés d'État, sont financés à même le crédit des subventions et contributions (voir tableau 3-1 p. 3-30) plutôt que par le crédit des dépenses en capital.

Le Tableau 3-4 illustre l'effet sur les valeurs immobilisées du Ministère de certaines initiatives courantes. Le transfert de quatre aéroports fédéraux (Edmonton, Montréal, Calgary et Vancouver) à des administrations aéroportuaires locales (été 1992) et la restructuration de la flotte de la Garde côtière canadienne ont contribué à la baisse de la valeur totale des immobilisations du Ministère. Celle-ci est passée de 23,8 milliards de dollars à 19,8 milliards de dollars - diminution principalement reliée aux navires et aux bâtiments.

Tableau 3-4: Valeurs immobilisées - Transports Canada



Pour l'exercice budgétaire, le Ministère évalue à 86,3 millions de dollars la réduction attribuable au retard de projets d'immobilisations. Cette estimation tient compte du fait qu'il est inévitable que sur le nombre assez élevé de ces projets, certains soient retardés par des incidents indépendants de la volonté du Ministère tels que des conflits de travail, des différends contractuels, la pénurie de matériel, l'insolvabilité d'entrepreneurs, voire les conditions météorologiques. Sur plusieurs années, il est possible par des méthodes statistiques et par appréciation de mesurer l'effet de ces incidents et de prévoir avec assez de précision l'importance du retard de l'ensemble du programme d'immobilisations. Le tableau 3-5 indique l'effet des retards sur le programme d'immobilisations de 1993-1994, par activité. La colonne intitulée "Projets inscrits" tient compte des projets figurant aux tableaux 3-6 à 3-10 inclusivement.



### 3. Dépenses en capital

Le total des dépenses en capital pour 1993-1994 s'élève à 566,6 millions de dollars, comptant pour 26,9 % du total des dépenses budgétaires nettes du Ministère. Le tableau 3-3 donne un résumé des dépenses en capital par activité et par élément d'immobilisations (c.-à-d. les catégories principales de projets d'immobilisations utilisées pour gérer les dépenses en capital du Ministère).

**Tableau 3-3: Dépenses en capital par activité et par élément d'immobilisations**

		(en milliers de dollars)		Budget des dépenses 1993-1994		Prévu 1992-1993		Réel 1991-1992		Pour détails voir page	
Politiques et coordination		10 326	37 266	13 575	3-23						
Garde côtière	Plan d'investissement de la flotte	45 730	24 429	36 653	3-8						
	Plan de gestion des havres et ports publics	36 614	52 493	23 121							
	Autre plan d'investissement à long terme de la Garde côtière	65 583	17 078	63 811							
	Sous-total Garde côtière	147 927	94 000	123 585							
Aviation	Services de la navigation aérienne	218 338	198 915	202 992	3-13						
	Services des aéronefs	26 800	23 584	35 906							
	Autres services de l'activité Aviation	7 187	3 466	3 527							
	Sous-total Aviation	252 325	225 965	242 425							
Aéroports	Bâtiments	40 004	38 420	57 505	3-19						
	Aires de manœuvre des aéronefs	67 570	64 894	67 761							
	Aires de manœuvre des véhicules	10 175	9 772	10 279							
	Autres	6 157	5 914	7 382							
Sous-total Aéroports		123 906	119 000	142 927	3-23						
Administration du Ministère		29 712	12 503	8 860							
		2 419	2 064	1 855							
		566 615	490 798	533 227							
% de variation par rapport à l'année précédente		15,4	(8,0)								

Le programme d'immobilisations du Ministère est géré au moyen d'une stratégie d'investissement à moyen terme reposant sur les rénovations et le remplacement des biens existants durant leur cycle de vie. Cette mesure a pour objet de protéger l'existence d'une infrastructure nationale de transport sûre et efficacement l'expansion des secteurs touchés par des problèmes de congestion et de capacité insuffisante, notamment aux aéroports internationaux de Toronto et de Halifax.

Les immobilisations du Ministère dans l'infrastructure nationale des transports sont actuellement évaluées à 23,8 milliards de dollars (coût de remplacement), sans compter les immobilisations appartenant aux sociétés d'État. Ces immobilisations et, par conséquent, le programme d'immobilisations du Ministère sont concentrés sur les modes air et marine (voir tableau 3-4 ci-dessous). Les modes route



Nota: La colonne «échelle des traitements» indique les échelles de traitement par groupe professionnel, en vigueur au 1<sup>er</sup> octobre 1992. La colonne «provision actuelle des traitements» indique les coûts salariaux de base estimatifs y compris la provision pour les conventions collectives, les augmentations annuelles, les promotions et la rémunération au mérite. Il se peut que les comparaisons d'une année à l'autre soient modifiées par les changements qui surviennent au chapitre de la répartition des éléments qui sous-tendent les calculs.

\* L'expression «équivalents temps plein» (ETP) désigne la mesure de l'utilisation des ressources humaines fondée sur les niveaux moyens d'emploi sous le régime des budgets de fonctionnement qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières. Les ETP ne sont pas assujettis au contrôle du Conseil du Trésor mais il en est fait état dans la Partie III du Budget afin de compléter les besoins en dépenses de personnel déjà indiqués dans ce Budget.

Soutien administratif	Traitement des données	Communications	Commis aux écritures et aux règlements	Mécanographie	Secrétariat, sténographie, dactylographie	Équivalents temps plein			
						Budget des dépenses	1993-1994	1992-1993	1991-1992
						Prévu	Réel	Échelle des traitements	Provision actuelle des traitements
29	40	41	59	31	20 195 - 41 830	30	31	20 195 - 41 830	920 100
40	40	41	59	31	17 680 - 48 804	41	59	17 680 - 48 804	1 340 363
1 977	2 314	2 431	16 999 - 41 724	55 631 324	16 648 - 33 218	8	5	16 648 - 33 218	204 682
543	563	629	16 847 - 41 991	15 404 222	16 847 - 41 991	8	5	16 847 - 41 991	15 404 222
514	418	608	29 325 - 58 156	19 898 691	29 325 - 58 156	514	418	29 325 - 58 156	19 898 691
1 555	1 390	2 093	20 495 - 51 174	50 081 241	20 495 - 51 174	1 555	1 390	20 495 - 51 174	50 081 241
1 229	1 25	153	17 489 - 53 544	3 860 194	17 489 - 53 544	1 229	125	17 489 - 53 544	3 860 194
25	20	72	24 898 - 49 943	822 743	24 898 - 49 943	25	20	24 898 - 49 943	822 743
1 616	1 609	1 444	21 076 - 39 104	4 324 648	21 076 - 39 104	1 616	1 609	21 076 - 39 104	4 324 648
195	6	2	29 952 - 42 984	53 305 087	29 952 - 42 984	195	6	29 952 - 42 984	53 305 087
19 409	19 341	19 480	-	-	-	19 409	19 341	19 480	-

## 2. Besoins en personnel

Le tableau 3-2 montre les équivalents temps plein, l'échelle et la provision actuelle des traitements par catégorie pour 1993-1994. Les dépenses en personnel représentent 54,0 % des dépenses budgétaires nettes totales du Programme.

Tableau 3-2: Détails des besoins en personnel

Équivalents temps plein	Budget des dépenses		Échelle		Provision actuelle des traitements
	1993-1994	Prévu 1993-1994	Réel 1991-1992	des traitements	
Normations par décret du Conseil	2	2	2	113 600 - 170 500	294 000
	Gestion	255	246	66 600 - 128 900	21 411 659
Scientifique et professionnel	2	3	4	21 489 - 78 029	129 952
	Architecture et planification urbaine	12	10	23 000 - 73 435	658 022
	Chimie	102	99	20 000 - 87 241	6 675 129
	Enseignement	44	41	19 270 - 74 268	2 608 029
	Génie et arpentage	547	597	29 722 - 80 521	33 875 445
	Bibliothéconomie	7	8	26 132 - 61 951	312 746
	Sciences physiques	27	22	23 056 - 79 045	1 656 550
	Psychologie	-	3	31 302 - 72 897	-
	Réglementation scientifique	1	1	19 534 - 68 830	66 789
	Météorologie	-	-	20 774 - 76 843	-
	Droit	7	-	29 870 - 128 900	574 932
Administration et services extérieurs	1 178	1 235	1 041	17 994 - 75 002	54 338 551
	Services administratifs	212	211	24 060 - 78 759	10 199 448
	Administration financière	204	176	15 516 - 69 789	10 988 644
	Services d'information	63	57	17 849 - 67 814	3 597 368
	Organisation et méthodes	9	8	17 635 - 72 700	527 103
	Gestion du personnel	210	238	16 882 - 69 291	10 392 176
	Administration des programmes	740	655	17 994 - 75 002	37 200 211
	Achat et approvisionnement	138	130	16 781 - 72 700	6 101 277
	Commerce	-	-	19 263 - 79 497	-
	Stagiaires en gestion	1	12	29 562 - 50 388	37 165
	Traduction	2	-	22 660 - 65 519	109 975
Technique	589	583	519	48 997 - 85 094	38 133 719
	Opérations des aéronefs	2 401	2 348	19 274 - 86 401	147 549 651
	Contrôle de la circulation aérienne	78	80	20 448 - 52 986	2 968 489
	Soutien de l'enseignement	2	2	14 089 - 37 484	70 903
	Électronique	1 545	1 596	21 358 - 68 973	76 934 805
	Génie et soutien scientifique	426	407	18 457 - 66 859	21 234 768
	Technique générale	937	918	16 608 - 73 190	39 871 235
	Photographie	2	2	22 610 - 41 199	62 800
	Opérations radio	1 297	1 370	18 970 - 66 012	54 164 231
	Officiers de navire	853	828	28 058 - 75 348	39 270 359
	Soutien des sciences sociales	66	68	16 608 - 75 927	2 756 289
	Inspection technique	647	612	16 608 - 75 831	34 393 285

Section III

A. Aperçu des ressources du Programme

Besoins financiers par article

Le tableau 3-1 présente les dépenses nettes du Programme de Transports Canada par article courant.

Tableau 3-1: Détails des besoins financiers par article

(en milliers de dollars)

Budget des dépenses

1993-1994

1992-1993

1991-1992

Réel\*

Personnel	967 412	936 087	964 593
Traitements et salaires	126 476	151 845	162 723
Autres coûts	44 599	66 077	45 628
Total	1 138 487	1 154 009	1 172 944

Biens et services	84 309	99 138	115 299
Transports et communications	8 290	9 543	10 081
Information	192 682	242 207	396 569
Services professionnels et spéciaux	14 564	16 620	20 990
Location	77 941	85 091	117 976
Achat de services de réparation et d'entretien	108 811	129 168	157 082
Services publics, fournitures et approvisionnements	520 781	609 819	717 003
Palements aux sociétés d'Etat	3 208	4 284	8 567
Autres subventions et paiements	1 010 586	1 195 870	1 543 567
Total des dépenses de fonctionnement	2 149 073	2 349 879	2 716 511

Capital	200 171	161 686	72 863
Terrains, bâtiments et ouvrages	366 444	329 112	216 725
Machines et matériel	566 615	490 798	289 588
Total des dépenses en capital contrôlées***	332 459	206 572	195 765
Paiements de transfert**	3 048 147	3 047 249	3 201 864
Dépenses totales	941 281	1 037 623	1 047 795
Recettes à valoriser sur le crédit	2 106 866	2 009 626	2 154 069
Postes non budgétaires	-	20 000	30 000
(Prêts, dotations en capital et avances)	2 106 866	2 029 626	2 184 069

\* Données sur les Comptes publics - la colonne de 1991-1992 du tableau 3-1 expose des données inférieures de 243,6 millions de dollars relativement aux dépenses réelles en capital, sur une base de crédit. Les articles courants de dépense ne tiennent aucun compte distinct de cette partie des dépenses en personnel et en biens et services, pour lesquelles un budget est établi, approuvé, tout comme le font toutes les autres données en capital pour 1991-1992 qui sont énoncées ailleurs dans les Sections I, II et III.

\*\* Le facteur «dépenses en capital contrôlées» doit contenir les dépenses budgétaires associées aux éléments suivants: l'acquisition de terrains, de structures et d'ouvrages de génie civil; l'acquisition ou la création d'autres éléments d'actif d'actif, qui en prolongent la durée de vie utile ou en changent les caractéristiques de rendement. Le facteur «dépenses en capital secondaires» correspond au montant qui reste après que le montant des dépenses en capital a été décidé. D'après les principes qui sous-tendent le budget de fonctionnement, ces ressources sont censées être interchangeables avec les dépenses touchant le personnel et celles qui concernent les biens et services. Transports Canada ne dispose pas de ressources en capital qui répondent à cette définition.



L'une des principales responsabilités de la fonction Administration consiste à fournir des installations et à dispenser des programmes de formation technique et opérationnelle pour les activités Aviation et Garde côtière canadienne, dont deux sont les Services de contrôle de la circulation aérienne et le programme de formation des élèves-officiers de la Garde côtière canadienne. En 1993-1994, à l'institut de formation de Transports Canada (ITC) à Cornwall, la formation des contrôleurs représentera 44 300 journées de formation, la formation des techniciens en télécommunications et en électronique, 15 200 jours et la formation des gestionnaires, 3 000 jours. En 1992-1993, année de transition où l'ITC deviendra un organisme de service spécial (OSS), on s'attend à ce que les discussions et les négociations avec le Conseil du Trésor au sujet des responsabilités et des pouvoirs s'achèvent et à ce que l'institut accède au statut d'OSS en 1993-1994. La formation dans le secteur maritime a été cédée par l'ITC au Collège de la Garde côtière canadienne à Sydney.

Le Collège assurera 11 000 jours de formation dans le cadre du programme de formation des élèves-officiers, 7 000 jours de formation dans le cadre de la formation qui était jusqu'à dispensée à l'ITC, 4 000 jours de formation dans le cadre d'autres programmes de formation pour la Garde côtière canadienne et 10 000 jours de formation se rattachant à d'autres sections de Transports Canada et à d'autres ministères gouvernementaux. Il importe de noter que les activités de formation qui se rattachent à la formation des élèves-officiers augmenteront au cours des trois prochaines années pour se stabiliser à environ 18 000 jours de formation par an.

Un système intégré de gestion financière et de gestion du matériel est en cours de conception afin de disposer d'un système de gestion des ressources et de prise de décisions à la fois moderne et flexible. Les systèmes actuels sont vétustes et ne répondent plus à la demande. Le principal objectif de ce système est de fournir des données exactes, utiles, à point nommé et facilement accessibles à tous les paliers de la direction pour les aider à prendre des décisions et à effectuer des contrôles de gestion. Ce projet se déroulera en plusieurs étapes, un projet pilote étant prévu pour novembre 1993. La deuxième phase sera constituée par une mise en communication avec 32 points de rassemblement à travers le pays (à savoir bureaux de comptabilité et de gestion des ressources, dépôts de gestion du matériel et d'inventaire) jusqu'à la phase finale prévue pour la fin de 1995 lorsqu'environ 3 000 usagers seront reliés au système. Les coûts de développement totaux ont été approuvés à raison de 41,7 millions de dollars, dont 22,5 millions sont réservés aux achats d'immobilisations.

Un important projet est réalisé par Travaux publics Canada de concert avec la société Camdev pour éliminer l'amiante dans la Tour C du complexe de la Place de Ville et rénover les espaces de location. La sous-activité Finances et administration est responsable au nom de Transports Canada de défendre les intérêts du Ministère dans le cadre de ce projet. En outre, le Ministère dépensera 5,2 millions de dollars pour installer un nouveau système de communication vocale dans tout l'édifice.



\* À l'exclusion des sociétés d'État, des subventions et contributions et des dépenses en capital.

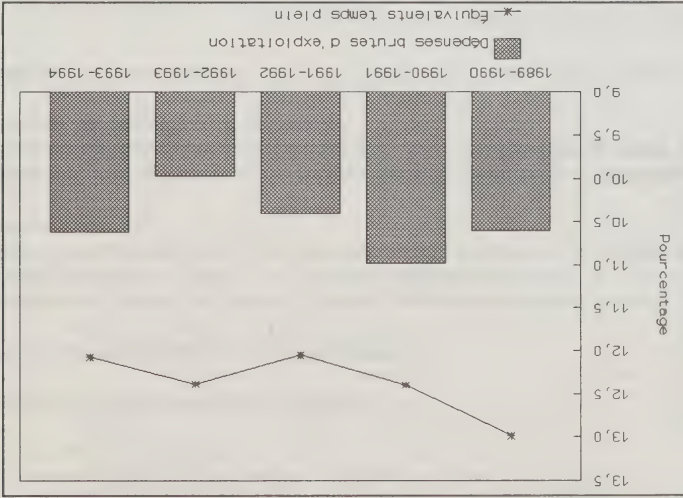


Tableau 2-87: Rapport entre les dépenses brutes de fonctionnement et entretien et les équivalents temps plein de l'Administration du Ministère et le total des dépenses brutes d'exploitation\* du Ministère

- hausse relative à la formation de contrôleurs de la circulation aérienne et à des besoins divers (17 ETP), en partie neutralisée par les pérémpions attribuables aux programmes d'austérité, à des retards de dotation et à la grève de l'Alliance de la Fonction publique du Canada (153 ETP). (136 ETP)

## Données de rendement et justification des ressources

### Résultats de l'Activité et liens avec les ressources

Les résultats suivants que l'on prévoit atteindre dans ce programme justifient la plupart des ressources humaines et financières attribuées à l'Activité. Les mesures utilisées pour évaluer le degré de réalisation sont données ci-dessous. Les résultats prévus pour l'application des ressources de l'activité Administration du Ministère sont, notamment:

- des mesures centralisées rentables visant à mettre les ressources humaines et financières à la disposition des gestionnaires pour les aider à réaliser les objectifs du Programme.

Voici certaines des principales variables qui influent sur les ressources affectées à l'Activité ou les résultats prévus:

- taux de roulement des employés dans les activités de fonctionnement - volumes de formation;
- instauration de nouveaux systèmes de bureautique intégrés, et
- initiatives à l'échelle du gouvernement, par exemple l'Accroissement des pouvoirs et des responsabilités ministériels (APRM) et Fonction publique 2000, ainsi que des engagements de réduction de déficit antérieurs.

La rentabilité des fonctions auxiliaires du Ministère est évaluée par son rapport avec le total des ressources financières et humaines du Ministère. Voir le tableau 2-87. En général, le pourcentage diminue, néanmoins, à la suite de la cession d'aéroports à des administrations aéroportuaires locales, les dépenses totales brutes d'exploitation du Ministère en 1993-1994 ont diminué à un taux plus important que celles de l'activité de l'Administration du Ministère.

Tableau 2-86: Résultats financiers en 1991-1992

(en milliers de dollars)				
1991-1992				
Budget				
des dépenses				
Différence				
Réel				
\$				
ÉTP				
\$				
ÉTP				
Budgetaire				
Gestion de l'ensemble du Ministère				
27 549	328	30 666	370	(3 117)
75 780	1 064	71 788	1 129	3 992
63 224	956	63 031	985	193
166 553	2 348	165 485	2 484	1 068
Recettes portées au Trésor				1 445
				-
				1 445

**Explication de la différence:** Les besoins financiers réels sont supérieurs de 1,1 million de dollars, ou de 0,6 %, au Budget des dépenses de 1991-1992, principalement à cause des facteurs suivants:

**Budgétaire**  
En millions de dollars

Dépenses de fonctionnement:

- augmentation relative aux services informatiques recouvrés (9,5 millions de dollars), au programme de recrutement et de formation des contrôleurs de la circulation aérienne (1 million de dollars), à divers frais d'exploitation et à une hausse minime de la charge de travail (2,3 millions de dollars), en partie neutralisée par les économies résultant de la grève de l'Alliance de la Fonction publique du Canada (0,3 million de dollars) et par des réductions dans les services communs régionaux (1,1 million de dollars).

11,4

Dépenses en capital:

- hausse attribuable au Système de personnel intégré de Transports Canada (4,4 millions de dollars), en partie neutralisée par une diminution des besoins au titre du Système financier intégré du Ministère (3,9 millions de dollars) et par diverses réductions minimales en vertu des programmes d'austérité du gouvernement (3 millions de dollars).

(2,5)

Recettes et recouvrements:

- augmentation des recettes et des recouvrements pour l'activité Finances et administration au titre des services informatiques (6,5 millions de dollars) et à l'activité Personnel pour l'utilisation des installations de l'Institut de formation de Transports Canada (1,5 million de dollars), en partie neutralisée par le déficit occasionné par la grève de l'Alliance de la Fonction publique du Canada (0,2 million de dollars).

(7,8)

Dépenses de fonctionnement:

- hausse attribuable aux services informatiques recouvrables (7,5 millions de dollars), à un écart dans le manque à gagner non affecté du Ministère (30,4 millions de dollars), à la majoration des coûts du projet de rénovation de la Tour C et du Podium (0,7 million de dollars) et aux activités de renouvellement de Transports Canada (0,9 million de dollars), en partie neutralisée par des transferts de l'activité Finances et administration à d'autres activités ministérielles (3 millions de dollars), à la baisse des stocks (1,8 million de dollars) et à diverses réductions (0,8 million de dollars).

33,9

Dépenses en capital:

- baisse attribuable à la diminution des affectations visant à résorber le déficit d'exploitation.

(5,0)

Subventions et contributions:

- baisse attribuable à la contribution au titre des études de faisabilité sur la cession des aéroports qui a été virée à l'activité Aéroports.

(0,3)

Recettes et recouvrements:

- augmentation des recouvrements internes au titre des services informatiques (8,2 millions de dollars) et du programme de remises d'encouragement (0,5 million de dollars).

(8,7)

Équivalents temps plein

- baisse attribuable essentiellement aux programmes d'austérité du gouvernement et aux transferts à d'autres activités du Ministère.

(51 ÉTP)

Tableau 2-85: Dépenses et recettes prévues de l'Activité pour 1993-1994

En milliers de dollars)					
Dépenses			Recettes		
Subventions et contributions	Capital	Fonctionnement	Total et recouvrements	Recettes	Besoins nets en ressources
104	140	25 290	25 334	-	25 334
-	20 157	81 688	101 845	12 028	89 817
292	9 415	65 957	75 664	6 686	68 978
396	29 712	172 935	203 043	18 714	184 329

Budgétaire  
Gestion de l'ensemble du Ministère  
Finances et administration  
Personnel

Dépenses de fonctionnement:

- baisse attribuable aux réductions prescrites par l'Exposé économique de décembre 1992 (1,7 million de dollars), à l'impact de la nouvelle législation sur les pensions (3,6 millions de dollars), à la compression des effectifs de gestion (0,4 million de dollars) et à la diminution des besoins relatifs au programme de recrutement et de formation des contrôleurs de la circulation aérienne (1,1 million de dollars), en partie neutralisée par une hausse des exigences au chapitre de la charge de travail (6,3 millions de dollars).

(0,5)

Dépenses en capital:

- hausse attribuable au Système financier intégré du Ministère (12,0 millions de dollars), au remplacement du simulateur de tour de contrôle de la circulation aérienne (6,7 millions de dollars), à la formation automatisée à l'Institut de formation de Transports Canada (0,5 million de dollars) et à diverses dépenses d'infrastructure (0,9 million de dollars), en partie neutralisée par une baisse des besoins en matière de télécommunications - projet de la Tour C (0,8 million de dollars), et du Système de personnel intégré de Transports Canada (2,1 millions de dollars).

17,2

Recettes et recouvrements:

- baisse des recettes au titre du programme de remises d'encouragement (0,5 million de dollars), en partie neutralisée par une hausse des indemnités journalières de résidence à l'Institut de formation de Transports Canada et au Collège de la Garde côtière canadienne (0,2 million de dollars).

0,3

Équivalents temps plein

- baisse des besoins en effectifs se rattachant au programme de recrutement et de formation des contrôleurs de la circulation aérienne et attribuable aux programmes d'austérité du gouvernement.

(17 ÉTP)

**Explication des prévisions de 1992-1993:** Les prévisions de 1992-1993 pour l'Administration du Ministère sont supérieures de 19,9 millions de dollars, ou de 13,5 %, au Budget des dépenses de 1992-1993 de 147,4 millions de dollars, et ce, en raison des principaux facteurs suivants:



**Tableau 2-84: Besoins nets en ressources de l'Activité**

(en milliers de dollars)		<b>Budget des dépenses</b>				<b>Prévu</b>				<b>Réel</b>		<b>Réel</b>	
		<b>1993-1994</b>		<b>1992-1993</b>		<b>1991-1992</b>		<b>1990-1991</b>		<b>1989-1990</b>			
		\$	ETP*	\$	ETP	\$	ETP	\$	ETP	\$	ETP	\$	ETP

<b>Dépenses de fonctionnement</b>	<b>Gestion de l'ensemble du Ministère</b>	25 290	352	27 472	343	26 780	328	36 038	342	32 082	390	81 763	1 221
	<b>Finances et administration</b>	81 688	1 056	77 981	1 058	82 543	1 064	92 109	1 156	81 763	1 221	63 841	1 001
<b>Dépenses en capital</b>	<b>Gestion de l'ensemble du Ministère</b>	140	567	619	567	2 970	619	542	838	15 200	3 305	29 712	177 686
	<b>Finances et administration</b>	9 415	5 661	5 271	5 661	2 970	5 271	2 892	19 343	15 200	3 305	29 712	2 612

<b>Subventions et contributions</b>	<b>Gestion de l'ensemble du Ministère</b>	104	110	150	110	176	150	269	111	111	111	292	315
	<b>Personnel</b>	396	425	326	425	326	326	359	111	111	111	396	425
<b>Recettes et recouvrements</b>	<b>Finances et administrations</b>	203 043	186 392	183 643	203 043	183 643	203 043	213 201	197 140	197 140	197 140	203 043	186 392
	<b>Personnel</b>	6 686	7 163	7 357	6 686	7 163	7 357	7 099	5 107	5 595	5 107	6 686	7 163

<b>Recettes et recouvrements</b>	<b>Finances et administrations</b>	18 714	19 073	17 090	18 714	17 090	18 714	12 209	10 702	10 702	10 702	18 714	19 073
	<b>Personnel</b>	184 329	167 319	166 553	184 329	166 553	184 329	200 992	186 438	186 438	186 438	184 329	167 319
<b>Recettes portées au Trésor</b>	<b>Finances et administrations</b>	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Personnel</b>	300	300	300	300	300	300	300	300	300	300	300	300

<b>* L'expression "équivalents temps plein" (ETP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.</b>	<b>** En 1992-1993, le Groupe de travail sur la cession des aéroports a été transféré de la sous-activité Gestion de l'ensemble du Ministère à l'activité Aéroports. En 1992-1993, les Services consultatifs en gestion ont été transférés de la sous-activité Finances et administration à la sous-activité Gestion de l'ensemble du Ministère. En 1991-1992 le Secrétariat du conseil de gestion des ressources a été transféré de la sous-activité Gestion de l'ensemble du Ministère à la sous-activité Finances et administration.</b>	<b>Explication de la différence:</b> Pour 1993-1994, les besoins financiers sont supérieurs d'environ 17,0 millions de dollars, ou de 10,2 %, aux prévisions de 1992-1993. Cette augmentation est attribuable principalement aux facteurs suivants:

F. Administration du Ministère

Objetif

Assurer la direction globale, la gestion et des services à l'appui des composantes modales et des sociétés d'Etat de Transports Canada pour concourir au développement et au fonctionnement d'un système national de transport sûr et efficace.

Sous-objets

**Gestion de l'ensemble du Ministère:** assurer la direction globale de Transports Canada et des sociétés d'Etat et organismes qui en relèvent pour garantir l'uniformité dans la réalisation des objectifs du gouvernement fédéral et de Transports Canada, particulièrement en matière de sécurité; assurer des services de planification des mesures de sûreté et d'urgence, de soutien juridique, d'affaires publiques et de revue, pour aider la direction du Ministère à atteindre ses objectifs.

**Finances et administration:** assurer les services de gestion financière, de gestion de l'information, du matériel et des marchés et les autres services de gestion pour aider le Ministère à atteindre ses objectifs et à gérer ses programmes de façon économique, efficace et efficiente.

**Personnel:** assurer au Ministère une main-d'oeuvre compétente, dûment classifiée et représentative.

Description

L'activité de l'Administration du Ministère assure la direction et la gestion du Ministère et des sociétés d'Etat par l'entremise des cabinets du Ministre, du Ministre d'Etat et du Sous-ministre. Le Sous-ministre adjoint (S-MA), Finances et administration, contrôle et dessert le Ministère au chapitre des finances, de la planification et de la programmation, du recouvrement des coûts et de l'évaluation économique, de la gestion de l'information, des services du matériel et des marchés et de la gestion des installations. Le S-MA, Personnel, contrôle et fournit des services centraux de personnel et de formation au Ministère. Citons, parmi les autres services, la vérification interne, la revue et l'évaluation des programmes, les services consultatifs en gestion, les affaires publiques, le contentieux, la sécurité et la planification d'urgence.

Sommaires des ressources

L'activité de l'Administration du Ministère représente environ 8,7 % du total des dépenses nettes du Ministère pour 1993-1994 et 12,3 % du total des ressources humaines.

**Direction et administration**

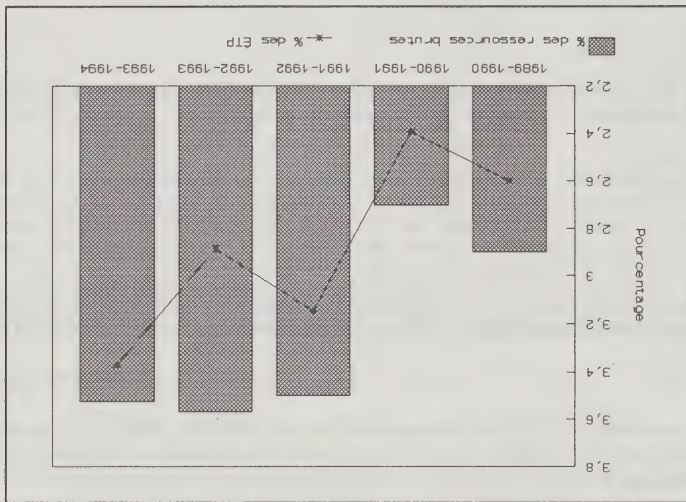
Le tableau 2-82 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Tableau 2-82: Dépenses nettes**

(en milliers de dollars)		Budget des dépenses			
		1993-1994	1992-1993	1991-1992	1990-1991
	Réel	Réel	Réel	Réel	Réel
Dépenses brutes de fonctionnement	1 336	1 294	1 165	1 040	1 006
Moins: Recettes	-	99	-	-	-
Dépenses en capital	44	123	17	-	43
Equivalents temps plein	14	1 380	1 318	1 182	1 040
	14	1 049	10	10	10

Le rapport entre les dépenses de fonctionnement et les ressources humaines de la sous-activité Direction et administration, d'une part, et le total de celles-ci pour les opérations de l'Activité, d'autre part, figure au tableau 2-83.

**Tableau 2-83: Pourcentage du total des ressources brutes (fonctionnement et entretien et équivalents temps plein - ETP) de l'activité Surface utilisées par la sous-activité Direction et administration**



Les véhicules automobiles constituent la principale source de pollution atmosphérique d'origine humaine au Canada (25 à 30 p. cent). Les niveaux d'émission de cette source auront diminué de 30 à 40 p. cent lorsque l'effet complet des nouvelles normes d'émission des véhicules légers (1987) et des véhicules lourds (1988) se fera entièrement sentir. Les nouvelles normes relatives aux voitures particulières qui seront adoptées entre 1994 et 1996 auront pour effet de réduire de 60 p. cent les émissions d'oxydes d'azote (NOx) et de 29 p. cent les émissions d'hydrocarbures (HC). Le tableau 2-81 illustre la baisse des émissions de HC et de NOx réalisée et celle prévue pour la période 1985-1995.

Les lignes directrices relatives au programme facultatif d'économies de carburant du gouvernement/secteur privé sont publiées chaque année et les performances du secteur privé sont surveillées de près. Ce programme a permis de réduire de plus de 50 p. cent la consommation annuelle moyenne de carburant du parc d'automobiles neuves depuis 1973 (moyennant une baisse parallèle des émissions de CO<sub>2</sub>).

**Tableau 2-81 : Niveaux d'émission des véhicules automobiles**

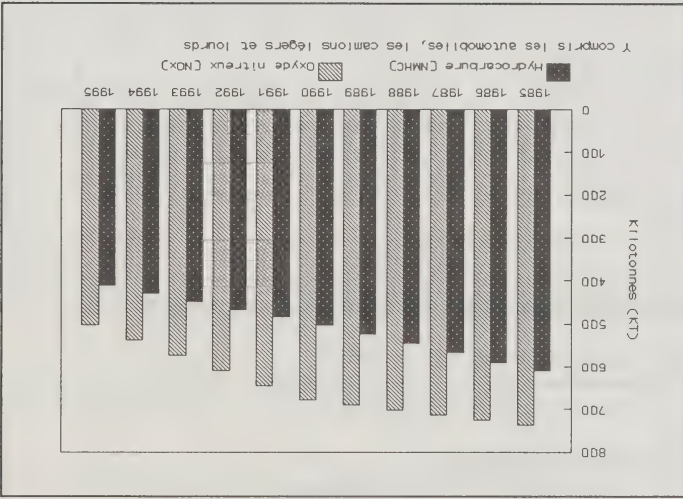


Tableau 2-79: Pourcentage de tués par mode de transport

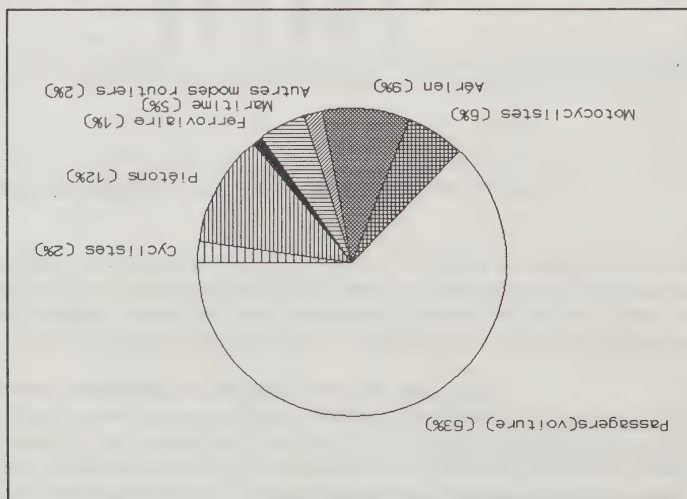
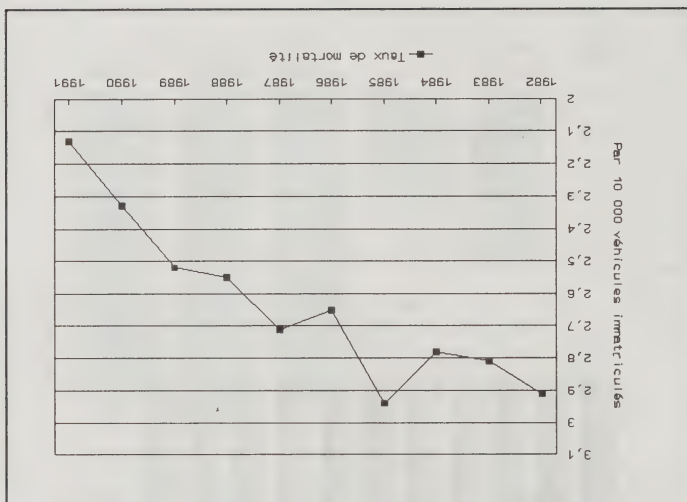


Tableau 2-80: Taux de décès par 10 000 véhicules automobiles immatriculés





## Sécurité routière et réglementation automobile

Le tableau 2-77 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Tableau 2-77: Dépenses nettes**

(en milliers de dollars)				
Budget des dépenses				
1993-1994	1992-1993	1991-1992	Réel	Réel
Prévu				
Dépenses brutes de fonctionnement	15 503	15 105	16 271	16 184
Moins: Recettes	310	435	-	-
15 193	14 670	16 271	16 184	14 788
Dépenses en capital	1 900	1 842	1 744	2 709
Subventions et contributions	78	87	51	61
17 171	16 599	18 066	18 954	17 408
Equivalents temps plein	136	136	137	138
132				

\* Les recettes du Centre d'essai pour véhicules automobiles à Blainville, qui, auparavant, étaient portées au Trésor, sont depuis 1992-1993, créditées à l'activité Surface.

La sous-activité est responsable de la sécurité des véhicules automobiles, de la réglementation des émissions et des enquêtes pourtant sur les accidents et la mise en application des règlements. Le tableau 2-78 illustre la charge de travail de cette sous-activité.

**Tableau 2-78: Sécurité routière et réglementation automobile**

Budget des dépenses				
1993-1994	1992-1993	1991-1992	Réel	Réel
Prévu				
Nombre d'essais de véhicules	150	150	169	141
Nombre d'essais de composants de véhicules	300	300	184	151
Nombre d'essais de sièges d'entrants	80	80	69	55
Nombre d'inspections de vérification	100	100	96	385
Nombre d'enquêtes portant sur les défauts	1 200	1 200	961	926
Nombre de rappels de véhicules	0,8M	0,8M	1,1M	0,7M
Nombre de rappels de sièges d'enfants	40 000	40 000	75 329	1 496 464
Nombre de nouvelles normes pour véhicules	10	13	9	15
Nombre d'enquêtes suite à des accidents	800	2 354	1 026	1 060
1 200				
8				
154 115				

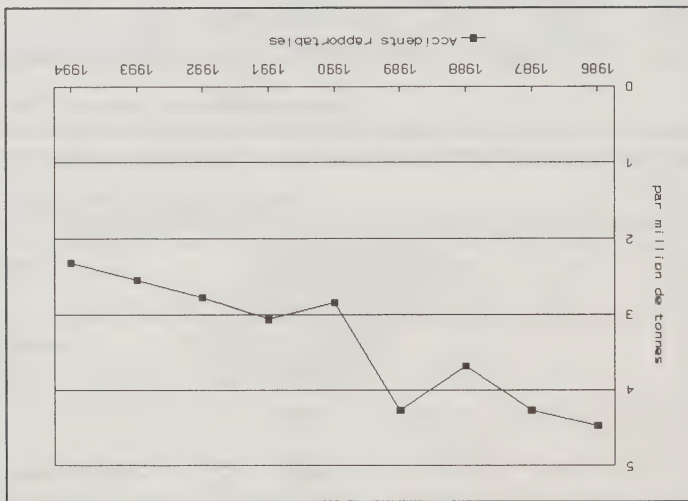
1. Ce nombre élevé de rappels touche une entreprise particulière et a trait à la période allant de 1986 à 1990.

2. Le nombre d'enquêtes effectuées en 1992-1993 a diminué à la suite de l'élaboration d'un nouveau programme d'enquêtes.

C'est sur le réseau routier qu'ont lieu environ 85 p. cent de tous les accidents mortels de transport (Tableau 2-79). Les occupants de véhicules automobiles sont la catégorie de morts la plus importante. Les programmes fédéraux ont contribué à une baisse marquée du taux de mortalité routière - le nombre de décès pour 10 000 véhicules immatriculés (Tableau 2-80) a diminué de 27 p. cent au cours de la dernière décennie qui a pris fin en 1991. Toutefois, près de 4 000 personnes sont encore tuées sur la route chaque année, l'accident de la route étant la cause de décès la plus fréquente chez les personnes de moins de 30 ans.

Depuis l'adoption du Règlement sur le transport des marchandises dangereuses et de l'obligation de rendre compte des accidents, on a constaté une diminution du rapport entre le nombre de déclarations d'accidents impliquant des marchandises dangereuses et les estimations des marchandises dangereuses transportées. Aussi longtemps que l'intérêt pour la sécurité du transport des marchandises dangereuses ne faiblira pas, on peut s'attendre à ce que ce rapport demeure stable.

Tableau 2-76: Accidents par million de tonnes



Le nombre de demandes de permis d'équivalence et de permis délivrés a baissé de manière appréciable depuis l'exercice financier 1989-1990 à cause de la promulgation de l'Annexe 13. La modification de l'Annexe 13 contenait des règlements remaniés sur le transport par avion des marchandises dangereuses et par conséquent, le grand nombre de permis d'équivalence aériens sollicités et délivrés en 1989-1990 et 1990-1991 n'avait plus de raison d'être.

Un permis d'équivalence est un texte réglementaire qui permet au titulaire d'un permis de manipuler, d'offrir de transporter des marchandises dangereuses d'une manière qui n'est pas conforme aux règlements mais qui offre un niveau de sécurité équivalent à celui des règlements. Les activités qui se rapportent aux permis d'équivalence comportent un examen des demandes qui aboutissent à l'un des résultats suivants : permis délivré, permis jugé inutile ou permis refusé. Les données historiques ont été corrigées en fonction des indicateurs de performance révisés.

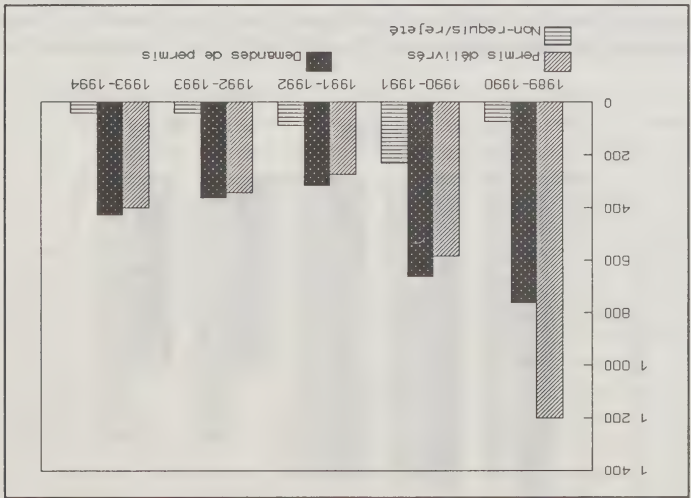
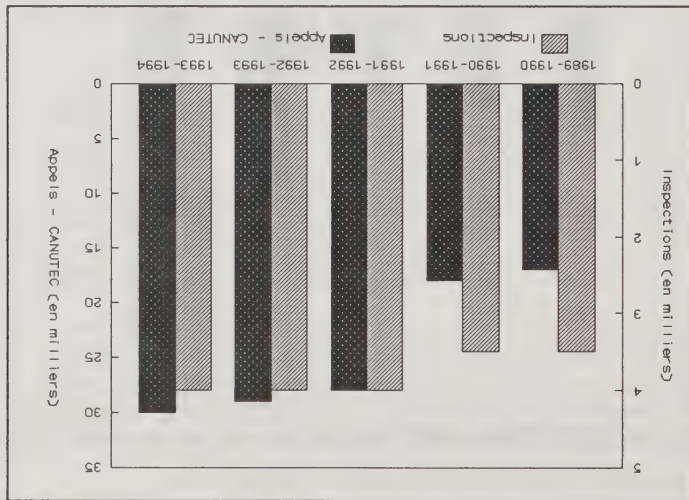


Tableau 2-75: Règlement sur les marchandises dangereuses et délivrance de permis

Environ 220 inspecteurs provinciaux des marchandises dangereuses seront formés par le personnel responsable à l'administration centrale du transport des marchandises dangereuses. Des séminaires, des brochures et des documents d'information seront conçus et remis aux participants à ces cours. D'autres cours d'application et quatre cours spécialisés sur l'emballage et le transport ferroviaire seront également dispensés.

Tableau 2-74: Conformité et performance de la capacité d'intervention en cas d'urgence -  
Marchandises dangereuses

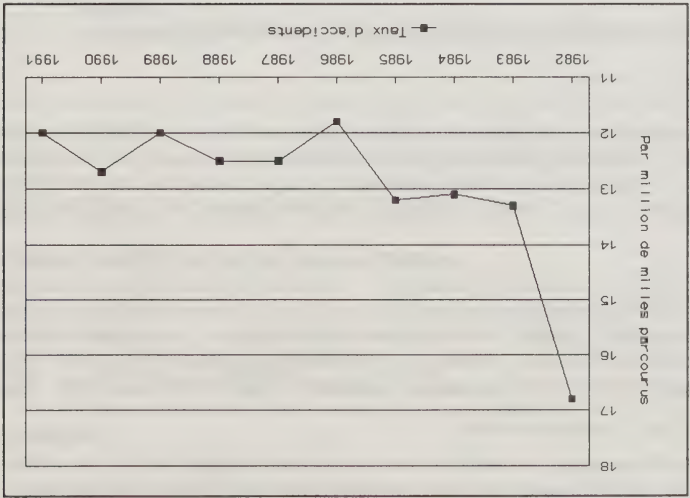


Environ 75 Plans d'aide en cas d'urgence (PACU) devraient être analysés par les six spécialistes des mesures correctives. Cinquante PACU seront validés par un examen sur place des éléments du plan, ce qui touchera environ 400 entreprises.

La vérification continue d'être un élément extrêmement important du transport des marchandises dangereuses. Ces vérifications se déroulent conformément aux normes de vérification fixées par le Conseil canadien des normes et l'Office des normes générales du Canada. En 1993-1994, on prévoit une augmentation des vérifications résultant des efforts pour harmoniser les règlements canadiens et américains. Les vérifications suivantes sont prévues en 1993-1994 : installations de fabrication - 40; installations de réparation - 30; installations d'inspection/d'essai - 50; et vérifications dans le secteur de l'emballage - 15.

La Gazette du Canada, Partie I, est le vecteur utilisé pour aviser le public de l'intention du gouvernement de réglementer un secteur et pour solliciter ses remarques sur les propositions du gouvernement. La Gazette du Canada, Partie II, sert à publier les règlements approuvés par un comité spécial du Cabinet. Les règlements ne peuvent entrer en vigueur tant qu'ils n'ont pas été publiés ou que le gouvernement n'a pas directement averti les parties intéressées. En 1993-1994, comme c'était le cas pour les deux années précédentes, environ 400 pages seront publiées dans la Gazette du Canada, Parties I et II, en ce qui concerne les déchets biomédicaux, les barils vides, la formation, les conteneurs en vrac et la mise à jour de la liste des appellations réglementaires.

Tableau 2-72: Accidents ferroviaires par million de train-milles



Transport des marchandises dangereuses

Le tableau 2-73 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-73: Dépenses nettes

(en milliers de dollars)				
Budget des dépenses				
1993-1994	1992-1993	Réel	1991-1992	Réel
10 574	10 496	9 818	10 777	9 210
231	35	68	282	438
Dépenses de fonctionnement				
-	-	-	-	248
Subventions et contributions				
10 805	10 531	9 886	11 059	9 896
Equivalents temps plein				
130	132	127	125	114

CANUTEC (le Centre canadien d'urgence transport) offre un service d'information et de communication bilingue 24 heures par jour sur les substances chimiques et leur réglementation. Les conseillers sont des chimistes de profession qui savent comment interpréter les données scientifiques et techniques et prodiguer des conseils en cas d'urgence mettant en cause des marchandises dangereuses en cours de transport. Le nombre de demandes que reçoit CANUTEC continue d'augmenter, 30 000 appels étant prévus en 1993-1994. En 1993-1994, environ 4 000 inspections de conformité seront menées par les inspecteurs fédéraux chargés de surveiller le transport des marchandises dangereuses. Sur ce nombre, 3 000 porteront sur la conformité des installations et 670 seront des inspections ferroviaires. Les autres seront des inspections d'envoi, des inspections de véhicules transportant des explosifs, des inspections d'installations d'essais hydrostatiques et des inspections de sites nécessitant un permis spécial.

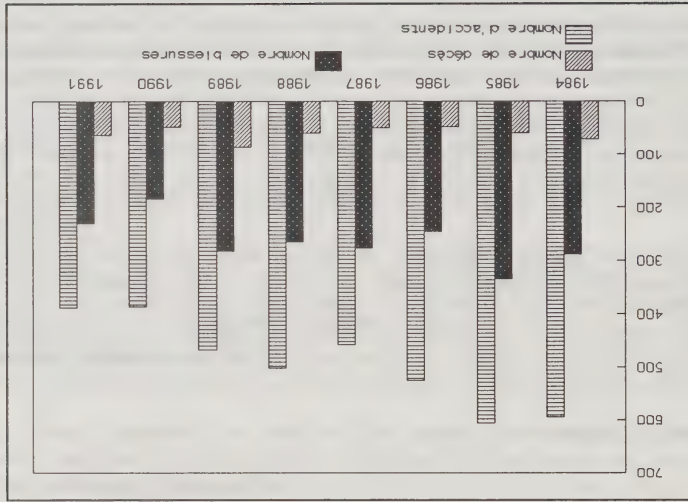


En 1992-1993, le Programme d'amélioration des passages à niveau en vertu duquel est financée l'installation de dispositifs de sécurité comme des panneaux d'avertissement automatiques aux croisements rail-route s'est poursuivi à raison de 7,2 millions de dollars conformément aux dépenses prioritaires du gouvernement. L'amélioration de la sécurité aux croisements rail-route continue d'être une priorité élevée. Le tableau 2-71 illustre les progrès réalisés dans ce secteur auxquels les initiatives de sécurité ferroviaire ont grandement contribué.

De plus, en 1992-1993, des efforts considérables ont été consacrés pour assurer la sécurité des passages à niveau dans des corridors ferroviaires à grande vitesse. Des progrès ont aussi été réalisés relativement à la détermination de l'incidence environnementale des projets d'ingénierie ferroviaire. En résumé, les activités de sécurité ferroviaire ont contribué à l'amélioration globale du dossier de l'industrie ferroviaire canadienne pour ce qui est des accidents. Le tableau 2-72 montre l'évolution du nombre total d'accidents ferroviaires par rapport au volume de trafic ferroviaire.

Le nombre d'accidents ferroviaires a accusé une légère baisse grâce au respect des mesures décrétées par les compagnies de chemin de fer, à l'opération Gareautrain qui a pour but de sensibiliser le public aux programmes de sécurité et aux résultats à long terme du Programme d'amélioration des passages à niveau. Les données historiques ont été corrigées en fonction de la révision des données de performance.

**Tableau 2-71: Nombre de décès, de blessures et d'accidents survenus à des passages à niveau**



Le tableau 2-69 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

## Sécurité ferroviaire

sous-activité.

Tableau 2-69: Dépenses nettes

(en milliers de dollars)		Budget des dépenses		1993-1994		1991-1992		1990-1991		Réal	
		Prévu		1992-1993		1991-1992		1990-1991		Réal	
Depenses de fonctionnement	10 120	9 790	9 453	10 646	9 217						
Subventions et contributions	9 135	7 750	11 463	16 108	16 218						
	217	37	15								
	19 472	17 577	20 931	26 968	25 551						
Equivalents temps plein	131	129	125	130	124						

Transports Canada applique la Loi sur la sécurité ferroviaire depuis son entrée en vigueur le 1<sup>er</sup> janvier 1989. Les données de rendement du tableau 2-70 montrent les résultats prévus et réels pour les domaines prioritaires que sont la surveillance de l'équipement, l'exploitation ferroviaire, l'ingénierie ferroviaire et les programmes de sécurité.

Tableau 2-70: Données de rendement - Sécurité ferroviaire

Budget des dépenses	1993-1994	1992-1993	1991-1992	1990-1991	Réel	Réel
Surveillance de l'équipement	inspections des unités motrices	3 875	3 875	4 171	4 092	3 827
	inspections des wagons de marchandises, notamment des wagons transportant des marchandises dangereuses	40 000	40 000	41 473	41 689	34 528
Exploitation ferroviaire	inspections d'exploitation	2 185	2 161	2 106	2 054	1 425
	inspections au titre de l'hygiène et de la sécurité au travail	3 075	2 725	2 655	2 947	1 828
Ingénierie	inspections détaillées de la voie (milles)	10 000	10 000	9 387	9 346	9 700
	inspections détaillées des passages à niveau	3 500	3 500	3 672	6 143	1 050
Programmes de sécurité	Nombre de recommandations découlant des enquêtes d'accident	300	270	200	200	100

Environ 85 agents de sécurité ferroviaire répartis dans cinq régions surveillent les opérations, le matériel, les voies et les passages à niveau pour s'assurer du respect des normes de sécurité relatives aux voies ferrées, à la signalisation, aux passages à niveau, aux ponts, aux tunnels, aux locomotives et au matériel roulant. Des experts techniques des marchandises dangereuses surveillent les wagons pour s'assurer qu'ils sont bien entretenus conformément à des normes de sécurité très strictes.

Les principales variables qui ont influé soit sur les ressources affectées à cette Activité, sur les résultats prévus ou sur ces deux facteurs, sont:

- les volumes de trafic ferroviaire et routier;
- le nombre de tonnes de marchandises dangereuses transportées et le nombre des aires de manutention et d'entreposage de ces marchandises, et
- la réforme de la réglementation économique du secteur du camionnage et du secteur ferroviaire qui a pour effet d'accroître la concurrence.

## Planification d'urgence et opérations - Surface

Le tableau 2-68 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Tableau 2-68: Dépenses nettes**

(en milliers de dollars)				
Budget des dépenses				
1993-1994	1992-1993	1991-1992	1990-1991	1989-1990
Prévu	Réel	Réel	Réel	Réel
Dépenses de fonctionnement	380	386	420	409
Dépenses en capital	27	27	11	96
Equivalents temps plein	407	413	431	505
				385
				38
				347

La sous-activité de la Planification d'urgence et opérations - Surface est chargée d'élaborer des plans d'urgence, des modalités de fonctionnement, des organisations et des installations nécessaires au réseau de transport national pour répondre adéquatement aux urgences nationales en temps de paix et prendre les dispositions de protection civile nécessaires en cas d'urgence internationale ou de guerre. La sous-activité est également responsable du premier système de rapport sur les accidents et incidents ferroviaires et sert de point central pour toutes les questions de sécurité de l'activité Surface.

L'affectation des ressources permet le lancement des activités de protection civile en cas d'urgence pour les secteurs ferroviaires, routiers, et de cabotage du système national de transport. Ces activités comprennent, notamment, la planification au Ministère, avec d'autres ministères, d'autres pays, l'OTAN et l'industrie.

**Explication de la différence:** Les besoins financiers réels sont inférieurs de 6,2 millions de dollars, ou de 11,0 %, au Budget des dépenses de 1991-1992. Les principales causes de cette diminution sont les suivantes:

**Budgétaire** En millions de dollars

**Dépenses de fonctionnement:**

- hausse des exigences salariales résultant de charges salariales extraordinaires comme les indemnités de départ (0,6 million de dollars), en partie neutralisée par une baisse des besoins résultant des programmes d'austérité du gouvernement (3 millions de dollars). (2,4)

**Dépenses en capital:**

- baisse des besoins résultant des programmes d'austérité du gouvernement. (1,4)

**Subventions et contributions:**

- baisse des besoins attribuable aux retards intervenus dans le Programme d'amélioration des passages à niveau (1,5 million de dollars) et les projets de sauts-de-mouton et de déplacements de voies ferrées (0,9 million de dollars). (2,4)

**Équivalents temps plein**

- baisse des besoins résultant de retards dans la dotation en effectifs. (17 ETP)

**Données de rendement et justification des ressources**

**Liens entre les résultats et les ressources de l'Activité**

Les résultats suivants du programme englobent la plupart des ressources humaines et financières consacrées à cette Activité. Les critères d'évaluation de la réalisation se retrouvent sous chaque sous-activité. Les résultats attendus de l'utilisation des ressources par l'activité de Surface comprennent:

- la disponibilité du transport civil de surface dans le cas d'urgences nationales;
- l'amélioration de la sécurité ferroviaire en diminuant le nombre de lacunes au chapitre de la sécurité du matériel et de l'infrastructure des chemins de fer; la diminution du nombre d'accidents de transport ferroviaire et du nombre de tués en résultant, particulièrement aux passages à niveau;
- la diminution du nombre et de la gravité des accidents et des incidents de transport mettant en cause des marchandises dangereuses;
- la diminution des décès, des blessures et des dommages matériels causés par l'utilisation de véhicules automobiles, et
- la diminution de la consommation de carburant et des émissions de gaz d'échappement et d'évaporation pour les véhicules automobiles neufs.



## Subventions et contributions:

Recettes:	
●	<p>baïsse des besoins au titre des sauts-de-mouton et des projets de déplacements de voies ferrées (0,2 million de dollars) et au titre de la contribution au Programme d'amélioration des passages à niveau résultant des mesures d'austérité du gouvernement (1,3 million de dollars).</p>
(1,5)	
●	<p>hausse des recettes résultant du programme de remises d'encouragement sur la vente des véhicules d'essai (0,1 million de dollars) et au titre des services du Centre d'essai pour véhicules automobiles de Blainville (0,1 million de dollars).</p>
(0,2)	

Tableau 2-66: Recettes et dépenses prévues de l'Activité en 1993-1994

		(en milliers de dollars)				
		Dépenses		Fonctionnement		
Besoins nets en ressources	Moins: Recettes	Subventions et contributions		Capital	Total	
		Total				
49 235	310	49 545	9 213	2 419	37 913	
1 380	-	1 380	-	44	1 336	Direction et administration
17 171	310	17 481	78	1 900	15 503	Sécurité routière et réglementation automobile
10 805	-	10 805	-	231	10 574	Transport des marchandises dangereuses
19 472	-	19 472	9 135	217	10 120	Sécurité ferroviaire
407	-	407	-	27	380	Planification d'urgence et opérations - Surface

## Examen des résultats financiers

Tableau 2-67: Resultats financiers de 1991-1992

(en milliers de dollars)

	Reel	Budget des dépenses	Différence
	\$	\$	\$
	ÉTP	ÉTP	ÉTP
<b>Budgétaire</b>			
Planification d'urgence et opérations - Surface	431	386	45
Sécurité ferroviaire	20 931	24 524	(3 593)
Transport des marchandises dangereuses	9 886	11 399	(1 513)
Sécurité routière et réglementation automobile	18 066	19 173	(1 107)
Direction et administration	1 182	1 239	(57)
	50 496	56 721	(6 225)
			(17)
Recettes portées au Trésor	1 167	200	967



**Explication de la différence:** Les besoins financiers pour 1993-1994 sont supérieurs de 2,8 millions de dollars, ou de 6,0 %, aux prévisions de 1992-1993. L'augmentation découle des facteurs suivants:

**Budgétaire** En millions de dollars

**Dépenses de fonctionnement:**

- hausse attribuable à une réaffectation des ressources afin de neutraliser des coupures antérieures qui visaient à éponger le déficit du Ministère en matière de recettes (1,5 million de dollars), en partie compensée par une baisse imputable à la nouvelle législation sur les pensions (0,7 million de dollars).

0,8

**Dépenses en capital:**

- hausse attribuable à une réaffectation des ressources afin de neutraliser des coupures antérieures qui visaient à éponger le déficit du Ministère en matière de recettes.

0,4

**Subventions et contributions:**

- augmentation des besoins au titre du Programme d'amélioration des passages à niveau (2,8 millions de dollars), en partie neutralisée par les réductions se rattachant à l'Exposé économique de décembre 1992 (1 million de dollars) et une baisse au titre des sauts-de-mouton et des projets de déplacements de voies ferrées (0,4 million de dollars).

1,4

**Recettes:**

- baisse prévue des recettes du Centre d'essai pour véhicules automobiles de Blainville et du programme de remises d'encouragement.

0,2

**Explication des prévisions de 1992-1993:** Les prévisions de 1992-1993 sont inférieures de 4,0 millions de dollars, ou de 7,9 %, au Budget des dépenses de 1992-1993 qui était de 50,4 millions de dollars. L'écart s'explique par les principaux éléments suivants:

**Budgétaire**

En millions de dollars

**Dépenses de fonctionnement:**

- baisse des besoins attribuable essentiellement aux programmes d'austérité du gouvernement.

(2,0)

**Dépenses en capital:**

- baisse des besoins attribuable essentiellement aux programmes d'austérité du gouvernement.

(0,3)

## Objectif

Contribuer à accroître la sécurité des Canadiens qui utilisent l'infrastructure des transports de surface ou qui sont visés par elle.

## Description

Les activités relatives au transport de surface comprennent l'élaboration, la mise en vigueur et le contrôle des politiques et des programmes concernant les éléments suivants:

**Planification d'urgence et opérations - Surface:** établir et réaliser des plans et des modalités de fonctionnement pour les urgences touchant le transport de surface et les mettre en oeuvre durant les urgences d'ampleur nationale; présenter des rapports préliminaires sur les accidents et les incidents ferroviaires.

**Sécurité ferroviaire:** établir et appliquer la Loi sur la sécurité ferroviaire et les règlements afférents, exercer un contrôle sur le matériel ferroviaire, l'infrastructure, les pratiques d'exploitation et les mesures de sécurité relatives aux chemins de fer et veiller au financement des projets destinés à améliorer la sécurité aux passages à niveau.

**Transport des marchandises dangereuses:** établir et appliquer la Loi sur le transport des marchandises dangereuses et les règlements afférents et réaliser des programmes d'appui consistant à fournir des renseignements sur les produits chimiques et les accidents.

**Sécurité routière et réglementation automobile:** établir et appliquer les normes relatives aux véhicules, les programmes d'essais des véhicules et de sensibilisation du public et les normes sur les émissions de gaz d'échappement et d'évaporation.

## Sommaires des ressources

Les activités liées au transport de surface représentent environ 2,3 % des dépenses nettes totales du Ministère pour 1993-1994 et 2,1 % du nombre total des ressources humaines.

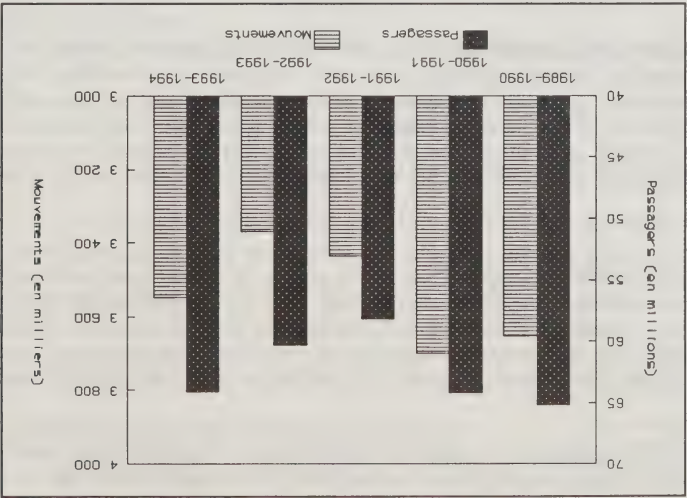
Tableau 2-65: Besoins nets en ressources de l'Activité

(en milliers de dollars)		Budget des dépenses		Prévu		1992-1993		Différence	
		1993-1994							
		\$	ETP*	\$	ETP	\$	ETP	\$	ETP
<b>Budgétaire</b>									
Planification d'urgence et opérations - Surface									
	407	5		413	5			(6)	-
Sécurité ferroviaire	19 472	131		17 577	129			1 895	2
Transport des marchandises dangereuses	10 805	130		10 531	132			274	(2)
Sécurité routière et réglementation automobile**	17 171	136		16 599	136			572	-
Direction et administration	1 380	14		1 318	14			62	-
	49 235	416		46 438	416			2 797	-
Recettes portées au Trésor									
	-			-				-	

\* L'expression "équivalent temps plein" (ETP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.

\*\* Les recettes du Centre d'essai pour véhicules automobiles à Blainville, qui auparavant étaient portées au Trésor, sont créditées à l'activité Surface depuis 1992-1993.

Tableau 2-64: Volumes de circulation aérienne



Source : Politiques et coordination, Analyse économique - indicateurs de la demande globale dans le domaine de l'aviation - 77 premiers aéroports - 7 décembre 1992. Les données reflètent le trafic aux 77 premiers aéroports du Canada, notamment aux aéroports exploités par d'autres entités et (ou) leur appartenant.

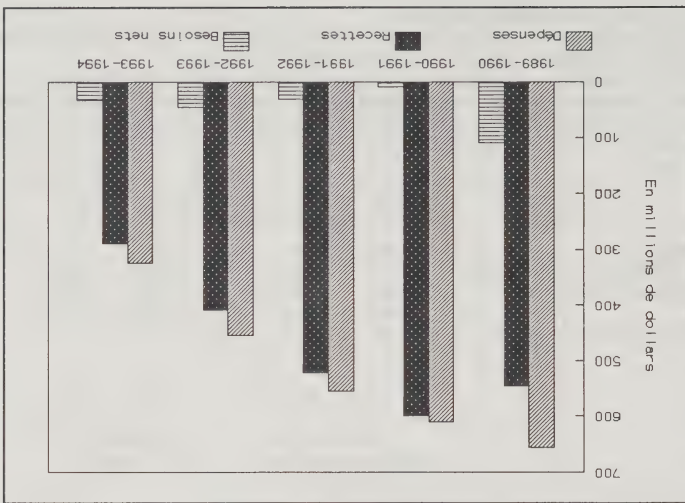
Un groupe de travail analyse actuellement l'avenir de l'activité Aéroports lorsque l'exploitation d'un certain nombre d'aéroports nationaux et internationaux sera passée sous le contrôle d'administrations locales. Ce groupe de travail analyse : les rôles et activités futurs au sein de l'Activité, son organisation et les ressources dont elle aura besoin pour s'acquitter de son nouveau mandat, notamment de ses responsabilités élargies de propriété. L'examen devrait s'achever d'ici le printemps 1993 et il s'étendra sur les prochaines années parallèlement aux cessions d'aéroports.

Les activités de développement commercial font l'objet d'ajustements pour que l'Activité soit mieux en mesure d'assumer son rôle évolutif d'exploitant des aéroports. En particulier, des mécanismes sont mis en place et à l'épreuve pour s'assurer que les obligations contractuelles du locateur dans la gestion des baux de transfert sont bien respectées. En outre, les politiques de location aéroportuaire sont modifiées pour refléter les pratiques commerciales du régime des immeubles fédéraux tandis que des concepts de réaménagement des commerces de détail seront adoptés de manière rentable aux aéroports régionaux et nationaux.

Le tableau 2-63 illustre le rendement financier de l'activité Aéroports pendant cinq ans. Pour permettre une comparaison valable, les données du passé ont été converties en dollars de 1993-1994. Par ailleurs, pour être conforme aux principes de gestion commerciale, les recouvrements effectués au sein du Ministère et dans d'autres ministères gouvernementaux de même que les subventions et contributions sont exclus de ce chiffre. Le tableau 2-63 révèle une baisse des dépenses de 44 p. cent depuis 1989-1990 et une baisse de 38 p. cent des recettes non fiscales. Au cours de la même période, les besoins nets des Aéroports ont baissé de 69,0 p. cent.

Le tableau 2-64 illustre les volumes du trafic aérien selon le nombre de passagers et les mouvements d'aéronefs pendant cinq ans. La récession de même que les changements intervenus dans le secteur des transporteurs aériens sont tels que malgré une hausse prévue du trafic pour 1993-1994, on ne prévoit pas revenir aux niveaux d'avant la récession. Le manque à gagner résultant de ces volumes de trafic a exercé de sérieuses pressions supplémentaires sur les mouvements de trésorerie des Aéroports et du Ministère.

**Tableau 2-63 Résultats financiers (Dollars constants de 1993-1994)**





Données de rendement et justification des ressources

Liens entre les résultats et les ressources de l'Activité

Le principal résultat attendu de l'application des ressources à l'activité Aéroports est la disponibilité de services et d'installations fiables aux terrains d'atterrissage, éléments auxquels s'applique le principe de recouvrement des coûts.

Les principales variables qui influent sur les ressources affectées à l'Activité ou sur les résultats attendus comprennent:

- les volumes de circulation aérienne et les recettes comme fonctions de l'activité économique;
- l'utilisation des terrains et les préoccupations environnementales, et
- la cession des aéroports aux administrations locales.

Aéroports

Le tableau 2-62 montre l'utilisation, sur 5 ans, des ressources humaines et financières de cette sous-activité.

Débutant en 1992-1993, une nouvelle méthode résulte en une allocation du montant total de la TTA reçu par le Ministère à l'activité Aviation. Avant 1992-1993, une partie suffisante de la TTA était allouée à l'activité Aéroports pour ramener à zéro ses besoins nets. À des fins de comparaison, la TTA a été éliminée des recettes et indiquée après les besoins nets.

Tableau 2-62: Dépenses nettes

(en milliers de dollars)					
Budget des dépenses					
	1993-1994	1992-1993	Réel	1991-1992	1990-1991
Dépenses de fonctionnement brutes	200 184	308 600	366 208	387 915	347 836
Moins:					
Recettes	290 047	384 000	479 064	530 773	470 040
Recouvrements	2 950	2 950	3 202	2 221	4 603
Recettes totales	292 997	386 950	482 266	532 994	474 643
Dépenses de fonctionnement nettes	(92 813)	(78 350)	(116 058)	(145 079)	(126 807)
Dépenses en capital	123 906	119 000	142 927	152 453	217 231
Subventions et contributions	39 810	32 800	31 223	34 395	47 664
Besoins nets avant la TTA	70 903	73 450	58 092	41 769	138 088
TTA	-	-	-	41 769	138 088
Besoins nets après la TTA	70 903	73 450	-	-	-
Équivalents temps plein	2 850	3 136	3 800	3 917	3 892



**Dépenses en capital:**

- baisse attribuable aux programmes d'austérité du gouvernement (26,3 millions de dollars) et à un transfert de ressources à l'exploitation (4,5 millions de dollars), en partie neutralisée par un surplus des subventions et contributions viré aux dépenses en capital (1,6 million de dollars).

(29,2)

**Subventions et contributions:**

- baisse résultant des crédits non affectés à cause de retards d'approbation (10,2 millions de dollars), du surplus viré respectivement aux dépenses en capital (1,6 million de dollars) et aux dépenses d'exploitation (1,4 million de dollars) et aux retards intervenus dans la réalisation de certains projets (1,8 million de dollars).

(15,0)

**Recettes et recouvrements:**

- baisse attribuable essentiellement à une diminution du trafic ayant entraîné une réduction des frais de location, de concession et des droits d'atterrissage ainsi que des redevances générales d'aérogare (44,1 millions de dollars), aux pertes résultant de la grève de l'Alliance de la Fonction publique du Canada (0,7 million de dollars) et à un transfert de la gestion des installations à l'activité Aviation (0,3 million de dollars), en partie neutralisée par des retards de facturation pour 1990-1991 (12,2 millions de dollars) et à une augmentation résultant de la prise en charge du service de taxi-limousine à l'aéroport international Lester B. Pearson (4,7 millions de dollars).

28,2

**Équivalents temps plein**

- baisse attribuable aux programmes d'austérité du gouvernement (56 ÉTP), au transfert de responsabilités relatives aux compétences - client (32 ÉTP) et à l'impact de la grève de l'Alliance de la Fonction publique du Canada (30 ÉTP), en partie neutralisée par une hausse au titre du processus d'évaluation et d'examen en matière d'environnement (3 ÉTP).

(115 ÉTP)

Tableau 2-61: Résultats financiers pour 1991-1992

(en milliers de dollars)			
1991-1992			
Budget	Réel	Budget	Différence
\$			
Dépenses de fonctionnement	366 208	378 564	(12 356)
Dépenses en capital	142 927	172 156	(29 229)
Subventions et contributions	31 223	46 227	(15 004)
Dépenses totales	540 358	596 947	(56 589)
Recettes	479 064	506 997	(27 933)
Recouvrements	3 202	3 460	(258)
Répartition de la taxe sur le transport aérien (TTA)	58 092	86 490	(28 398)
Recettes totales	540 358	596 947	(56 589)
Besoins nets en ressources (fournies)	-	-	-
Équivalents temps plein	3 800	3 915	(115)
Recettes portées au Trésor	1 467	1 100	367

**Explication de la différence:** L'ancienne méthode de répartition de la TTA consistait à affecter une part suffisante de la TTA à cette Activité pour ramener à zéro ses besoins nets. Par conséquent, la TTA rajustée doit être utilisée pour établir une comparaison valable entre les résultats réels de l'Activité et les résultats indiqués dans le Budget des dépenses. Vus de cette façon, les fonds réels prélevés par l'activité Aéroports au chapitre de la TTA s'élevaient à 28,4 millions de dollars de moins que le montant figurant au Budget des dépenses de 1991-1992. Les principales explications pour cette diminution sont les suivantes:

**Budgétaire**

**Dépenses de fonctionnement:**

- baisse attribuable aux programmes d'austérité du gouvernement (19,5 millions de dollars), au transfert de responsabilités relatives aux compétences - client à l'activité Aviation (1,7 million de dollars), à la réaffectation de la gestion de l'information (0,8 million de dollars) et à une réduction budgétaire se rattachant à l'allocation de réserve pour le rajustement des salaires (3,7 millions de dollars); en partie neutralisée par les hausses attribuables à la prise en charge du service de taxi-limousine à l'aéroport international Lester B. Pearson (4,7 millions de dollars), à un virement de projets d'immobilisations mineurs (4,5 millions de dollars) et des subventions et contributions excédentaires (1,4 million de dollars) pour couvrir les charges supplémentaires dues à l'inflation, à la hausse des services publics et aux charges salariales extraordinaires (1,1 million de dollars), au processus d'évaluation et d'examen en matière d'environnement (0,8 million de dollars) et à divers ajustements mettant en jeu essentiellement des transferts de responsabilités au sein du Ministère (0,8 million de dollars).

(12,4)

**Subventions et contributions:**

● baisse attribuable aux changements intervenus dans les mouvements de trésorerie du programme du Nouveau-Québec (8,1 millions de dollars) et du Labrador (0,4 million de dollars), au repli des contributions à l'exploitation des aéroports municipaux (1 million de dollars), en partie neutralisée par une hausse du programme d'aéroports locaux/locaux-commerciaux résultant du rétablissement de compressions budgétaires préalables (4 millions de dollars) et au transfert à l'activité Aéroports de la contribution aux études de faisabilité sur la cession des aéroports de l'activité Administration du Ministère (0,2 million de dollars).

(5,3)

**Recettes et recouvrements:**

● baisse attribuable au manque à gagner au chapitre des objectifs en matière de recettes (10,5 millions de dollars), à la diminution du trafic (28,6 millions de dollars) et au transfert de gestion des installations à l'activité Aviation (0,4 million de dollars).

39,5

**Tableau 2-60: Dépenses et recettes prévues de l'Activité pour 1993-1994**

(en milliers de dollars)		Aéroports			
Dépenses	Moins: Recettes et recouvrements	Fonctionnement		Capital	
		Subventions et contributions	Total	Subventions et contributions	Total
			363 900		123 906
			(292 997)		39 810
			70 903		39 810

- baisse résultant des programmes d'austérité du gouvernement (15,9 millions de dollars) et d'un virement à l'activité Aviation pour couvrir la portion de l'activité Aéroports à un certain nombre de projets d'immobilisations conjoints (1,8 million de dollars). (17,7)
- baisse résultant des programmes d'austérité du gouvernement (10,3 millions de dollars), en partie neutralisée par une hausse reliée à des éléments divers (0,3 million de dollars). (10,0)

Dépenses en capital:

Dépenses de fonctionnement:

**Budgétaire**  
En millions de dollars

**Explication des prévisions de 1992-1993:** Le 1<sup>er</sup> juillet 1992 (Vancouver, Calgary) et le 1<sup>er</sup> août 1992 (Montréal, Edmonton), quatre aéroports ont été cédés à des administrations aéroportuaires locales. C'est pourquoi on a ajouté une colonne d'ajustement qui reflète l'ajustement qu'il faudra apporter au Budget des dépenses principal de 1992-1993 à ce propos. Les prévisions de 1992-1993 dépassent de 6,5 millions de dollars ou de 10 % le Budget des dépenses principal rajusté de 1992-1993 qui s'élève à 67 millions de dollars. Cette différence est attribuable aux facteurs suivants :

	Prévisions	Budget des dépenses	Ajustements	Différence
Dépenses de fonctionnement	308 600	374 579	(55 960)	(10 019)
Dépenses en capital	119 000	151 973	(15 290)	(17 683)
Subventions et contributions	32 800	38 118	-	(5 318)
Dépenses totales	460 400	564 670	(71 250)	(33 020)
Recettes	384 000	517 910	(94 760)	(39 150)
Recouvrements	2 950	3 300	-	(350)
Recettes totales	386 950	521 210	(94 760)	(39 500)
Besoins nets en ressources (fournies)	73 450	43 460	23 510	6 480
Equivalents temps plein	3 136	3 850	(714)	-

(en milliers de dollars) 1992-1993

Tableau 2-59: Prévisions de 1992-1993

- baisse attribuable à la cession de quatre aéroports à des administrations aéroportuaires locales. (286 ÉTP)

Equivalents temps plein



**Explication de la différence:** Les besoins financiers pour 1993-1994 sont inférieurs de 2,6 millions de dollars ou de 3,5 % aux prévisions de dépenses de 1992-1993. Cette diminution est attribuable aux facteurs suivants:

**Budgétaire**  
En millions de dollars

**Dépenses de fonctionnement:**

- baisse attribuable à la cession de quatre aéroports à des administrations aéroportuaires locales (38,2 millions de dollars), à la non-réaffectation au Ministère des économies résultant de cette cession (27,1 millions de dollars), au manque à gagner imputable à la baisse prévue du trafic aérien devant être absorbé en 1993-1994 par l'exploitation plutôt que par le capital, comme c'était le cas en 1992-1993 (45,8 millions de dollars), aux réductions décrétées dans l'Exposé économique de décembre 1992 (2,2 millions de dollars) et à l'impact de la nouvelle législation sur les pensions (3,3 millions de dollars), en partie neutralisée par une augmentation de l'inflation des salaires (1,7 million de dollars) et à une réaffectation des ressources afin de neutraliser des coupures antérieures qui visaient à éponger le déficit du Ministère en matière de recettes (6,5 millions de dollars).

(108,4)

**Dépenses en capital:**

- augmentation attribuable à l'initiative stratégique d'investissement en capital annoncée dans l'Exposé économique de décembre 1992 et ayant trait au réseau des aéroports du Grand Nord (5 millions de dollars), hausse imputable au transfert de ressources entre activités suite aux changements intervenus dans l'ordre des priorités du Ministère (16,4 millions de dollars), en partie neutralisée par une baisse attribuable à la cession de quatre aéroports à des administrations aéroportuaires locales (16,5 millions de dollars).

4,9

**Subventions et contributions:**

- hausse attribuable au fait que le programme d'aéroports locaux/locaux-commerce a été ramené à son niveau d'origine (3,5 millions de dollars), aux changements intervenus dans les mouvements de trésorerie du programme du Nouveau-Québec (7,1 millions de dollars), du programme du Labrador (0,4 million de dollars) et à la contribution et à l'exploitation des aéroports municipaux (0,4 million de dollars), en partie neutralisée par les réductions annoncées dans l'Exposé économique de décembre 1992 (4,4 millions de dollars).

7,0

**Recettes et recouvrements:**

- baisse attribuable à la cession de quatre aéroports à des administrations aéroportuaires locales (139,3 millions de dollars), en partie neutralisée par une hausse attribuable à l'espoir qu'une reprise de l'activité économique entraînerait une augmentation des recettes par rapport à 1992-1993 (45,4 millions de dollars).

93,9



Assurer l'accessibilité à un réseau national d'aéroports civils fiables, sûrs et efficaces.

Description

L'activité Aéroports est chargée d'élaborer, de maintenir et d'exploiter les services et les installations aux aéroports civils du Canada, en appliquant une gestion commerciale pour éventuellement atteindre l'autonomie. Les opérations aéroportuaires portent sur la prestation de services aux passagers et aux aéronefs comme les services d'intervention d'urgence et la maintenance et l'entretien des installations aéroportuaires dont les aérogares, les garages, les aires de stationnement, les pistes, les routes et l'équipement mécanique et électronique. Transports Canada, que ce soit en vertu d'un droit de propriété, d'exploitation, d'une subvention ou d'une combinaison des formules ci-dessus, continue de participer à la gestion de huit grands aéroports internationaux et de 97 aéroports nationaux, régionaux et locaux.

Philosophie de gestion commerciale

En 1987, la politique relative au cadre de gestion des aéroports a autorisé Transports Canada à prendre deux initiatives parallèles quoique distinctes :

1) discussions sur la cession de l'exploitation ou du droit de propriété des aéroports à d'autres instances, lorsque l'intérêt est réciproque;

2) nouvelle démarche de gestion des aéroports qui souligne leur orientation commerciale, leur contribution possible au développement économique et leur souplesse face aux intérêts et aux préoccupations d'ordre local.

Même si l'objectif reste le même, l'instrument qui permet de l'atteindre ne relève plus des compétences de Transports Canada mais d'autres instances intéressées. Le financement du secteur privé et la cession à des administrations aéroportuaires locales sont deux des vecteurs supplémentaires utilisés par Transports Canada pour atteindre son objectif.

Sommaires des ressources

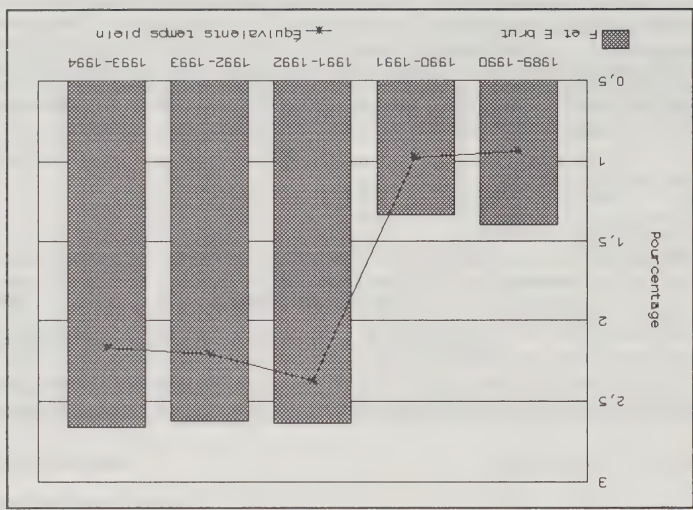
L'activité Aéroports représente environ 3,4 % des dépenses totales nettes du Ministère pour 1993-1994 et 14,7 % du nombre total de ressources humaines.

Tableau 2-58 : Besoins nets en ressources de l'Activité

(en milliers de dollars)		Budget des dépenses		Prévu**		1992-1993		Différence	
		1993-1994							
		\$		ETP*		\$		ETP	
		70 903		2 850		73 450		3 136	
Aéroports								(2 547)	
								(286)	
Recettes portées au Trésor		400		400					

\* L'expression "équivalents temps plein" (ETP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.

\*\* Le montant prévu pour 1992-1993 tient compte des données financières du premier trimestre pour les aéroports de Montréal, Calgary, Edmonton et Vancouver, avant leur cession à des administrations aéroportuaires locales.



**Tableau 2-57: Pourcentage des ressources de la sous-activité Direction et administration par rapport au total des ressources brutes de fonctionnement et entretien et des ETP de l'activité Aviation**

Le rapport entre les dépenses de fonctionnement et les ressources humaines de la composante Direction et administration, d'une part, et le total de celles-ci pour les opérations de l'Activité, d'autre part, figure dans le tableau 2-57.

Les dépenses au chapitre des subventions et contributions sont principalement reliées à l'accord commun de financement Islande-Danemark. Les fluctuations notées chaque année dans les niveaux des paiements résultent de la participation du Canada à l'accord, qui prévoit que le système d'imposition repose sur le trafic aérien dans l'Atlantique du Nord.

\* Les ressources indiquées commençant en 1991-1992 rendent compte de la réorganisation de l'activité Aviation visant à centraliser la gestion dans chaque région pour améliorer le service aux clients.

(en milliers de dollars)	Budget des dépenses				Équivalents plein temps	
	1993-1994	1992-1993	1991-1992*	1990-1991	1989-1990	Réel
Dépenses de fonctionnement	16 778	16 910	16 064	7 886	7 853	Réel
Dépenses en capital	670	670	1 110	151	182	Réel
Subventions et contributions	473	525	181	372	624	Réel
	17 921	18 105	17 355	8 409	8 659	Réel
	163	163	167	68	66	Réel

**Tableau 2-56: Dépenses nettes**

Le tableau 2-56 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Direction et administration**

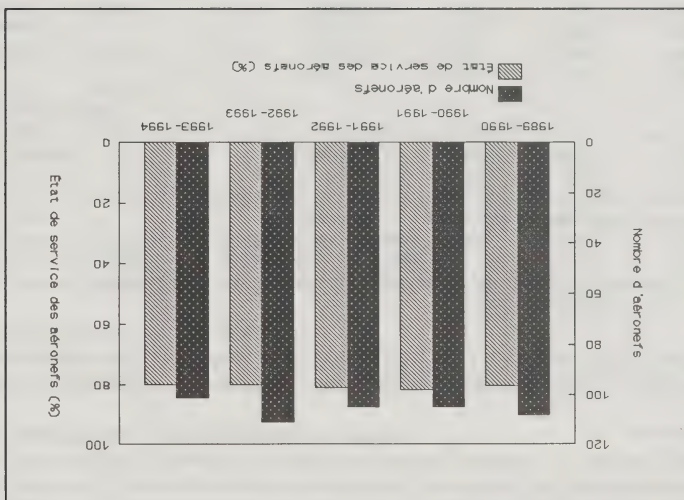


Tableau 2-55: Opérations de la flotte

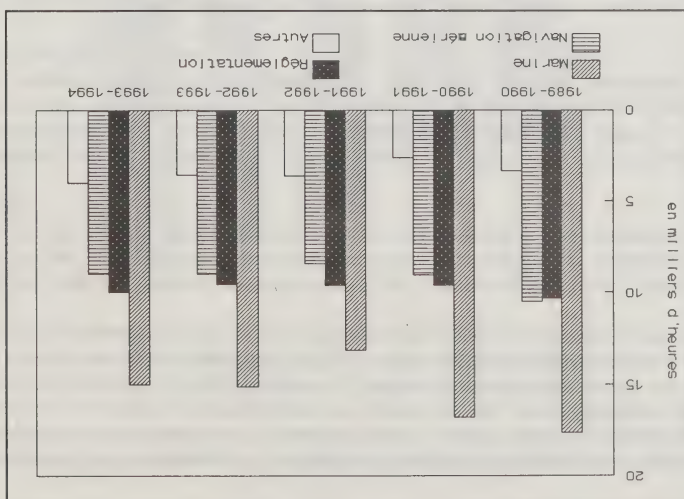


Tableau 2-54: Heures de vol assurées par les aéronefs





Équivalents temps plein	434	434	434	406	435	433
Dépenses en capital	26 800	23 584	53 976	35 906	5 528	3 345
	29 107	30 392	29 807	33 831	33 257	
Recettes totales	15 417	16 483	14 396	15 779	15 363	
Recettes	24	16 483	-	-	36	7
Recouvrements	15 393	14 396	15 743	15 356		
Moins: Dépenses brutes de fonctionnement	44 524	46 875	44 203	49 610	48 620	
Budget des dépenses	1993-1994	1992-1993	Prévu	Réel	Réel	Réel
(en milliers de dollars)	1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	

Tableau 2-52: Dépenses nettes

Le tableau 2-52 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Services des aéronefs

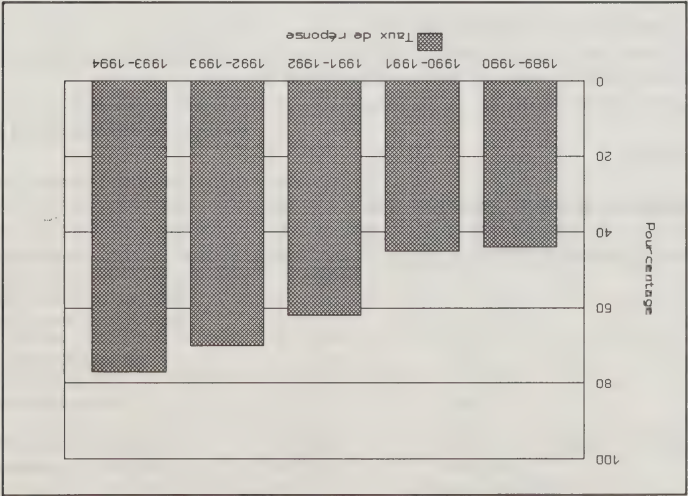


Tableau 2-51: Séances d'information effectuées par rapport à celles demandées

Le tableau 2-51 précise le nombre de séances d'information, soit celles qui se sont déroulées par rapport à celles qui ont été demandées. Ce tableau révèle une plus grande sensibilisation à la nécessité de fournir de l'information sur la sécurité.

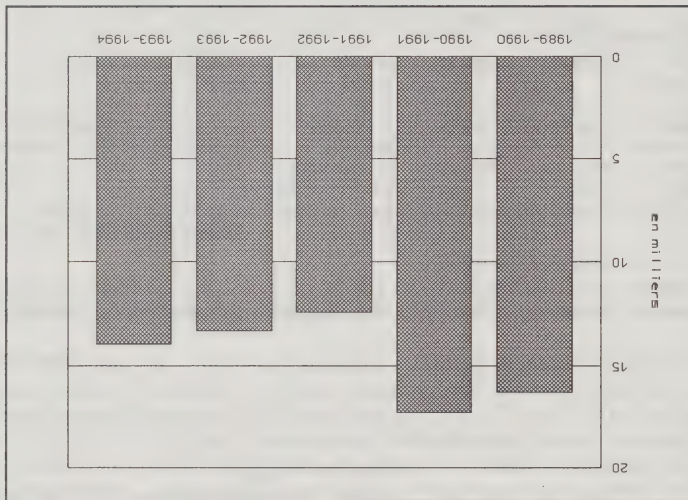


Tableau 2-49: Sommaire des principales variables de la charge de travail

Budget des dépenses		1993-1994		1992-1993		1991-1992		1990-1991		1989-1990	
Prévu		Réel		Réel		Réel		Réel		Réel	
Nombre d'exposés et de séances d'information sur la sécurité		608		634		517		516		487	
Nombre de personnes visées		13 950		13 300		12 394		17 281		16 303	
% de séances d'information données par rapport à celles qui étaient demandées		77%		70%		62%		45%		44%	
Nombre de recommandations sur la sécurité, d'avis de sécurité et d'avis de manquements à la sécurité		150		150		122		316		310	
Recommandations du Bureau de la sécurité des transports - BST (anciennement Bureau canadien de la sécurité aérienne)		25		25		20		15		10	

Le tableau 2-50 indique l'auditoire total. Il y a des fluctuations puisque les séances d'information relatives à la sécurité sont tributaires de la demande.

Tableau 2-50: Personnes visées



**Analyse et promotion de la sécurité aérienne**

Le tableau 2-48 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Tableau 2-48 : Dépenses nettes**

(en milliers de dollars)		Budget des dépenses			
		1983-1994	1992-1993	1991-1992	1990-1991
Dépenses de fonctionnement	5 937	6 125	5 946	4 211	4 396
	250	145	361	321	338
Dépenses en capital	6 187	6 270	6 307	4 532	4 734
Équivalents temps plein	74	73	61	49	49

La sous-activité Analyse et promotion de la sécurité aérienne cherche activement les dangers, analyse les données sur la sécurité, fait des recherches sur les questions de sécurité et encourage le personnel aéronautique à utiliser des méthodes d'exploitation sûres.

Résultats prévus:

- déceler les dangers;
- relever les tendances en matière de sécurité, et
- élaborer des programmes d'information sur la sécurité pour réduire les risques que représentent les dangers résiduels.

Les efforts vigoureux de sensibilisation à la sécurité qui ont été déployés pour encourager l'utilisation de normes et de procédures au-delà de celles qu'exigent les règlements ont beaucoup contribué à la bonne réputation de l'aviation canadienne dans le domaine de la sécurité. Les ressources affectées à cette sous-activité permettent aux agents de sécurité d'établir des bulletins sur la sécurité aérienne et de les communiquer à tous les pilotes canadiens et membres des équipes d'entretien, d'envoyer des affiches et d'autres documents aux écoles de pilotage, aux associations aéronautiques et aux centres d'activité aérienne et de donner des cours, des colloques et des séances d'information à la collectivité aéronautique.

Un colloque annuel sur la sécurité aérienne permet aux membres de tous les secteurs de la collectivité aéronautique de se réunir pour échanger des idées, et la sous-activité permet de donner des séances d'information à l'industrie, compte tenu de la disponibilité des ressources.

Le tableau 2-49 indique le nombre d'exposés donnés et le nombre total de personnes rejointes sur une période de cinq ans.

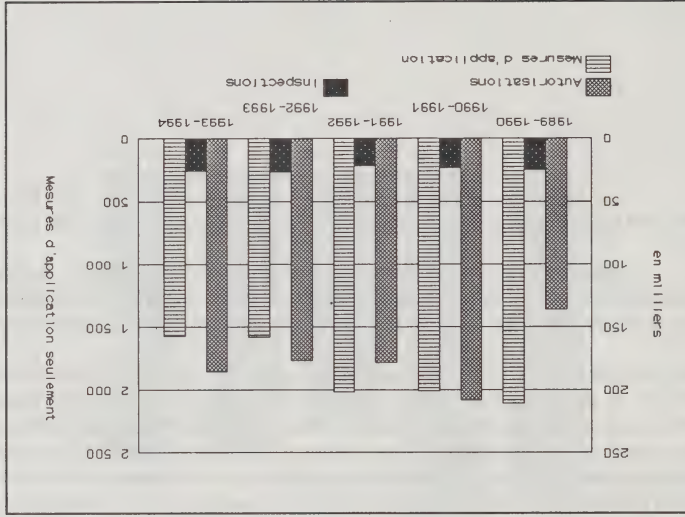


Tableau 2-47: Charge de travail de la Réglementation aérienne

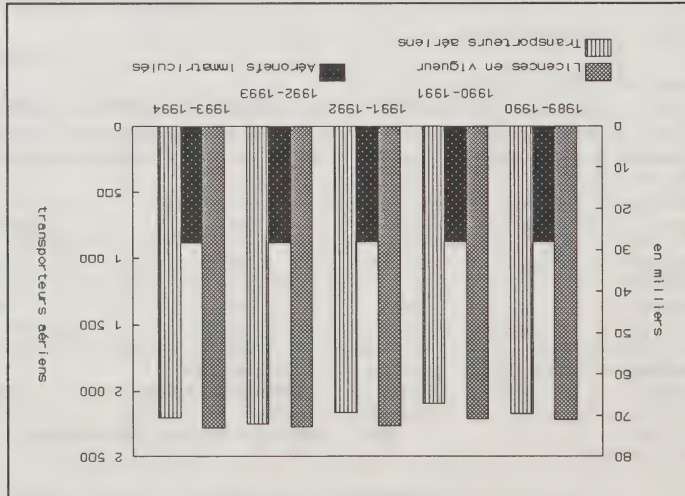


Tableau 2-46: Clientèle de la Réglementation aérienne

Les mesures d'application ont trait aux études de cas qui sont en fait des enquêtes sur les déclarations d'incidents et d'infractions et les mesures administratives.

Les accroissements de la charge habituelle de travail (tableau 2-45) sont principalement attribuables à la mise en oeuvre des recommandations de la Commission d'enquête sur l'écrasement d'un avion d'Air Ontario à Dryden (Ontario).

Tableau 2-45: Résumé des statistiques sur le rendement

	Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992	Réel 1990-1991	Réel 1989-1990
Nombre de licences et de permis du personnel en vigueur	73 002	72 711	72 421	*70 705	70 932
Nombre de transporteurs aériens (intérieurs et étrangers)	2 200	2 250	2 162	2 095	2 173
Nombre d'aéronefs immatriculés	28 447	28 221	27 997	28 135	28 119
Nombre d'autorisations réglementaires traitées					
- Transactions relatives à une licence	177 014	167 681	167 998	197 432	125 313
- Homologations de produits aéronautiques	1 944	2 003	1 560	1 856	2 451
- Agréments d'organisations	6 676	6 514	8 605	8 749	8 055
Total	185 634	176 198	178 163	208 037	135 819
Nombre d'inspections effectuées					
- Personnel	18 520	18 799	16 651	18 012	19 190
- Aéronefs	3 020	2 940	2 169	2 292	2 611
- Organisations	4 983	4 697	3 573	3 140	3 466
Total	26 523	26 436	22 393	23 444	25 267
Nombre de mesures d'application	1 571	1 575	2 018	2 010	2 104

\* Dans le Plan des dépenses de 1992-1993, un montant de 66 963 a été rapporté par erreur.



Réglementation aérienne

Le tableau 2-44 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-44: Dépenses nettes

(en milliers de dollars)		Budget des dépenses				
		1993-1994	1992-1993	1991-1992	1990-1991	Réel
Dépenses brutes de fonctionnement	82 402	70 574	65 893	67 116	64 664	1 079
	Moins: Recettes	1 215	1 261	1 036	1 070	63 585
		81 187	69 313	64 857	66 046	66 969
Dépenses en capital	6 267	2 651	2 056	2 635	3 267	117
	Subventions et contributions	128	137	162	119	66 969
		87 582	72 101	67 075	68 800	905
Équivalents temps plein		996	930	884	921	

La sous-activité Réglementation aérienne doit établir et administrer les règlements et les normes nécessaires à la sécurité de l'aviation civile canadienne. Elle assure la certification et le contrôle de la compétence du personnel aéronautique, des aéronefs et des produits aéronautiques, de la navigabilité des aéronefs, de même que des opérations de services aériens commerciaux et de tous les autres organismes d'aviation commerciale, par le biais de vérifications et d'inspections diverses.

La sous-activité Réglementation aérienne vise les objectifs suivants : refonte de la réglementation sur la sécurité pour l'harmoniser avec les règlements internationaux et en supprimer les éléments inutiles; amélioration des services fournis au secteur de l'aéronautique par l'innovation, l'automatisation et l'élimination des tracasseries administratives; mise en place d'un processus de consultation national structuré et visible pour l'élaboration des règlements de l'air; relèvement de la sécurité aérienne par une concentration des efforts sur les activités à haut risque et par l'application des techniques de gestion des risques; et amélioration de l'efficacité du programme de réglementation aérienne en réponse aux conclusions de la Commission d'enquête sur l'accident de Dryden. Au nombre des autres priorités, mentionnons la mise en place d'un milieu de travail novateur et positif pour les employés; l'engagement renouvelé vis-à-vis de la croissance et de l'efficacité des employés par le biais de la formation et du perfectionnement professionnel.

Pour que ces priorités se matérialisent, on a pris diverses initiatives comme la concrétisation des recommandations de la Commission d'enquête sur l'accident de Dryden, l'harmonisation de la réglementation et sa refonte. Des systèmes d'information nouveaux/améliorés (Approbation nationale des produits aéronautiques (NAPA) et Système national d'information des transporteurs aériens (NACIS)) fourniront aux inspecteurs/mécaniciens les données opérationnelles dont ils ont besoin pour le bon déroulement des opérations de vérification, de surveillance, de certification et d'homologation. Le groupe d'étude sur les niveaux de service dans la Réglementation aérienne qui englobe des représentants des compagnies aériennes, a été chargé d'examiner la façon dont la Réglementation aérienne s'acquitte de l'obligation qui lui échoit de se renseigner sur les préoccupations que soulève le niveau de service et de formuler des recommandations pour y remédier.

Le tableau 2-45 illustre le nombre total de transporteurs autorisés à exploiter des vols commerciaux au Canada et à l'étranger, le nombre total d'aéronefs inscrits au Registre d'immatriculation des aéronefs civils ainsi que le nombre de licences et de permis du personnel en vigueur. Ce tableau comporte également certains indices sur la charge de travail de la fonction Réglementation, notamment sur le nombre d'autorisations traitées, le nombre d'inspections effectuées et le nombre de mesures d'application prises.



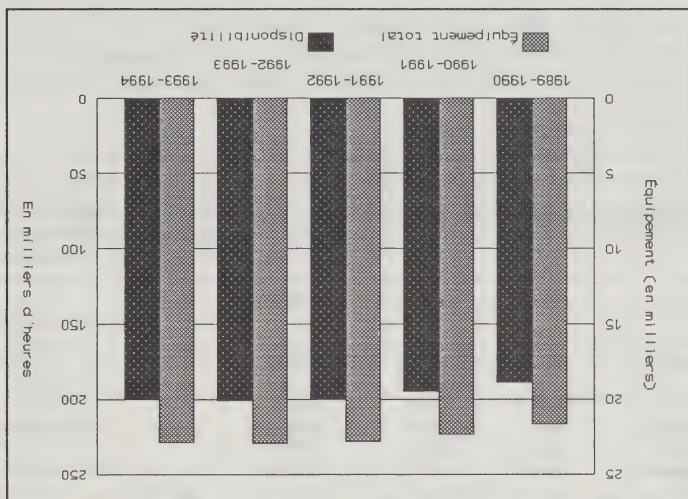


Tableau 2-43: Fiabilité de l'équipement

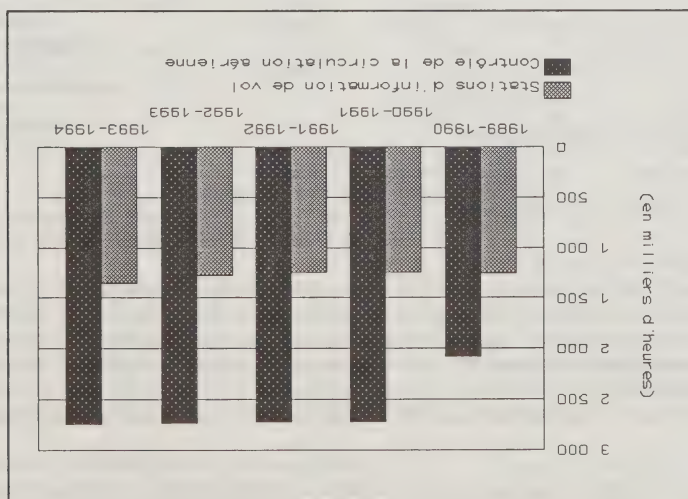


Tableau 2-42: Heures de prestation de services

La mise en oeuvre de ces projets d'immobilisations assurera l'exploitation plus efficace du système de navigation aérienne. En outre, elle permettra au Ministère de répondre aux futures exigences en services de circulation aérienne liées à la croissance, et aux utilisateurs de tirer de grands avantages, et ce, en améliorant les installations de traitement des données de vol et en assurant un système de mise en place des plus exacts pour les approches et les atterrissages.

Les tableaux 2-41 et 2-42 illustrent le nombre d'heures directes de services fournis aux usagers dans les diverses stations d'information de vol et les emplacements de contrôle de la circulation aérienne à travers le pays. Ils illustrent également la quantité totale d'équipements actuellement en place ainsi que le nombre total d'heures où ces équipements sont accessibles. L'augmentation du nombre d'heures directes de services aux usagers au titre des services d'information de vol et des services consultatifs est attribuable à la récupération du Service météorologique pour l'aviation auprès d'Environnement Canada.

**Tableau 2-41: Renseignements sur le rendement**

Services de contrôle de la circulation aérienne		Budget des dépenses		1993-1994		1992-1993		1991-1992		1990-1991		1989-1990	
		Prévu		Réel		Réel		Réel		Réel		Réel	
Emplacements de contrôle de la circulation aérienne		71		71		71		71		72		75	
Heures directes de prestation de services aux utilisateurs		2 736 645		2 731 545		2 719 645		2 719 645		2 073 471			
Services d'information de vol et services consultatifs		105		105		105		105		107		108	
Nombre de stations d'information de vol		1 352 300		1 276 000		1 248 300		1 248 300		1 254 600			
Heures directes de prestation de services aux utilisateurs		2 020		2 010		2 000		2 029		2 026			
Aides à la navigation		13 100		13 100		13 000		12 913		12 314			
Equipement de communication		5 500		5 500		5 475		5 373		5 298			
Total de l'équipement		22 820		22 930		22 800		22 296		21 608			
Disponibilité de l'équipement (en milliers d'heures)		199 903		200 867		199 449		195 040		188 713			
****													
*****													
Selon le plan proposé de réimplantation de six unités de contrôle terminales dans les centres de contrôle régionaux dont elles relèvent.													
Maintien des radars RAMIP et des radars actuels.													
*****													
*****													
*****													

Les principales variables qui influent soit sur les ressources affectées à l'Activité, les résultats prévus, ou les deux, comprennent:

- les taux d'avancement de la technologie, à l'échelle mondiale, en avionique, en électronique et dans les systèmes;
- le volume de trafic aérien et les recettes en tant que fonctions de l'activité économique, et la disponibilité de ressources de qualité et la capacité du système de formation (nombre d'inspecteurs et de contrôleurs de la circulation aérienne).

Système de navigation aérienne

Le tableau 2-40 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-40: Dépenses nettes

(en milliers de dollars)		Budget des dépenses			
		1993-1994	1992-1993	Prévu	Réel
		1991-1992	1990-1991	Réel	Réel
		1989-1990			
Dépenses brutes de fonctionnement	480 445	503 922	477 462	461 770	444 111
Moins:					
Recettes	37 231	35 314	32 436	30 379	31 337
Recouvrements	451	434	576	440	706
Recettes totales	37 682	35 748	33 012	30 819	32 043
	442 763	468 174	444 450	430 951	412 068
Dépenses en capital	218 338	198 915	202 992	224 264	235 214
Subventions et contributions	-	600	500	1 900	-
Besoins nets avant la TTA	661 101	667 689	647 942	657 115	647 282
TTA	543 189	547 024	427 816	446 650	355 660
Besoins nets après la TTA	117 912	120 665	220 126	210 465	291 622
Equivalents temps plein	5 843	5 780	5 510	5 498	5 595

Depuis 1992-1993, une formule est entrée en vigueur en vertu de laquelle le montant intégral de la TTA perçue par le Ministère est affectée au Système de la navigation aérienne. Avant cela, la sous-activité Système de la navigation aérienne se voyait attribuer le restant de la TTA non allouée à l'activité Aéroports pour ramener les besoins nets de cette dernière à zéro. À des fins de comparaison, la TTA a été éliminée des recettes et elle figure après les besoins nets.

La sous-activité Système de navigation aérienne élabore et exploite le système de navigation aérienne civile. Elle fournit des aides à la navigation et des moyens de contrôle de celle-ci sur lesquels on peut compter, assure l'espace aérien et les mouvements des aéronefs.

Des ressources importantes en capital ont été fournies pour améliorer l'infrastructure des immobilisations de la navigation aérienne par suite de l'avancement de la technologie. Les principales entreprises comprennent: le Projet de modernisation des radars (RAMP) (p. 3-26), l'Automatisation du système canadien de la circulation aérienne (CAATS) (p. 3-27) et le Système d'atterrissage hyperfréquences (MLS) (p. 3-28).

**Dépenses en capital:**

- baisse attribuable essentiellement au transfert de ressources entre activités suite à la modification de l'ordre des priorités du Ministère. (77,1)

**Subventions et contributions:**

- baisse attribuable essentiellement aux fluctuations du niveau des paiements totaux se rattachant à l'Accord de financement conjoint conclu avec l'Islande et le Danemark. (0,2)

**Recettes, recouvrements et taxe sur le transport aérien (TTA):**

- baisse de la taxe sur le transport aérien qui résulte directement de la reprise plus lente que prévu de l'activité économique. 42,4

**Equivalents temps plein**

- baisse due essentiellement aux retards intervenus dans la dotation en effectifs. (29 ÉTP)

**Données sur le rendement et justification des ressources**

**Liens entre les résultats et les ressources de l'Activité**

Les résultats suivants comptent pour la plupart des ressources humaines et financières consacrées à l'activité Aviation. Les mesures permettant d'évaluer le degré de réalisation se trouvent sous la rubrique des sous-activités ci-dessous. Voici certains des résultats prévus de l'utilisation des ressources de l'Activité:

- le contrôle de l'espace aérien et des mouvements des aéronefs;
- la diffusion de renseignements exacts et opportuns sur les activités et la sécurité;
- des aides à la navigation fiables;
- le personnel aéronautique, les aéronefs et d'autres produits aéronautiques, les transporteurs aériens commerciaux, les compagnies d'entretien et d'autres compagnies aéronautiques possédant les qualités appropriées ou bien certifiés;
- les mesures d'application lorsqu'il y a non-conformité aux règlements et aux lois;
- les mesures visant à déceler les manquements à la sécurité du système et la diffusion d'information efficace sur la sécurité, et
- des installations rentables d'opérations aériennes civiles qui permettent au gouvernement d'atteindre ses objectifs en matière d'aviation.



Tableau 2-38: Dépenses et recettes prévues de l'Activité pour 1993-1994

(en milliers de dollars)		Dépenses		Recettes,		Besoins nets en ressources	
Fonctionnement	Capital	Subventions et contributions	Total	et taxe sur le transport aérien	recouvrements	Recettes,	Besoins nets en ressources
Budgétaire	480 445	218 338	-	698 783	580 871		117 912
Système de navigation aérienne							
Réglementation aérienne	82 402	6 267	128	88 797	1 215		87 582
Analyse et promotion de la	5 937	250	-	6 187	-		6 187
sécurité aérienne							
Services des aéronefs	44 524	26 800	-	71 324	15 417		55 907
Direction et administration	16 778	670	473	17 921	-		17 921
	630 086	252 325	601	883 012	597 503		285 509

Examen des résultats financiers

Tableau 2-39: Résultats financiers de 1991-1992

(en milliers de dollars)		1991-1992		Différence	
Féel	Budget des dépenses	\$	ÉTP	\$	ÉTP
Budgétaire	220 126	5 510	225 362	5 552	(5 236) (42)
Système de navigation aérienne					
Réglementation aérienne	67 075	884	70 197	942	(3 122) (58)
Analyse et promotion de la	6 307	61	4 534	49	1 773 (32)
sécurité aérienne					
Services des aéronefs	65 713	406	82 045	438	(16 332) (91)
Direction et administration	17 355	167	8 967	76	8 388 (29)
	376 576	7 028	391 105	7 057	(14 529) (29)
Recettes portées au Trésor	902		4 405		(3 503)

**Explication de la différence:** Les besoins financiers réels étaient inférieurs de 14,5 millions de dollars, ou de 3,7 %, à ceux prévus dans le Budget des dépenses de 1991-1992. Les principales causes des besoins réduits sont les suivantes:

Budgétaire

Dépenses de fonctionnement:

- hausse des besoins au titre des salaires et des heures supplémentaires en raison de l'augmentation générale de la charge de travail se rattachant essentiellement à la demande des Services de la circulation aérienne et au Plan de dotation des contrôleurs de la circulation aérienne.



En millions  
de dollars

**Recettes, recouvrements et taxe sur le transport aérien (TTA):**

- baisse attribuable principalement aux réductions intervenues dans la taxe sur le transport aérien.

3,0

**Équivalents temps plein**

- hausse attribuable essentiellement aux recommandations de la Commission d'enquête sur l'accident de Dryden et à la récupération des Services météorologiques pour l'aviation auprès d'Environnement Canada.

130 ETP

**Explication des prévisions de 1992-1993:** Les prévisions de 1992-1993 sont inférieures de 19,6 millions de dollars, ou de 6,7 %, au Budget des dépenses de 1992-1993 qui était de 290,6 millions de dollars. Les facteurs suivants expliquent cette différence:

**Budgétaire**

En millions  
de dollars

**Dépenses de fonctionnement:**

- hausse attribuable essentiellement à la concrétisation des recommandations de la Commission d'enquête sur l'accident de Dryden et à la restructuring de la norme de classification des contrôleurs de la circulation aérienne.

15,6

**Dépenses en capital:**

- baisse attribuable essentiellement au retard intervenu dans certains grands projets d'immobilisations (projet de modernisation des radars (RAMF) et automatisation du système canadien de la circulation aérienne (CAATS)).

(43,2)

**Recettes, recouvrements et taxe sur le transport aérien (TTA):**

- baisse attribuable à la reprise plus lente que prévu de l'activité économique.

8,0

**Équivalents temps plein**

- hausse attribuable à la concrétisation des recommandations de la Commission d'enquête sur l'accident de Dryden, au transfert de responsabilités relatives aux compétences - client de l'activité Aéroports et au transfert de responsabilité de la gestion des installations, en partie neutralisée par des retards internes dans la dotation en effectifs.

21 ETP

Sommaires des ressources

L'activité Aviation représente environ 13,6 % des dépenses totales nettes du Ministère et 38,7 % du total des ressources humaines pour l'exercice 1993-1994.

Tableau 2-37: Besoins nets en ressources de l'Activité

(en milliers de dollars)		Budget des dépenses		Prévu		Différence	
1993-1994		1992-1993					
\$	ÉTP*	\$	ÉTP	\$	ÉTP	\$	ÉTP
117 912	5 843	120 665	5 780	(2 753)	63	15 481	66
87 582	996	72 101	930	15 481	66		
Système de navigation aérienne							
Réglementation aérienne							
Analyse et promotion de							
la sécurité aérienne							
6 187	74	6 270	73	(83)	1		
55 907	434	53 976	434	1 931	-		
17 921	163	18 105	163	(184)	-		
Direction et administration							
285 509	7 510	271 117	7 380	14 392	130		
Recettes portées au Trésor							
-		1 201		(1 201)			

\* L'expression "équivalents temps plein" (ÉTP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ÉTP indique le nombre d'heures de travail fournies par l'employé chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.

**Explication de la différence:** Les besoins financiers pour 1993-1994 sont supérieurs de 14,4 millions de dollars, ou de 5,3 %, à ceux prévus en 1992-1993. L'augmentation est attribuable aux facteurs suivants:

**Budgétaire** En millions de dollars

Dépenses de fonctionnement:

- baisse attribuable essentiellement à la nouvelle législation sur les pensions.

(14,3)

Dépenses en capital:

- hausse imputable à l'initiative stratégique d'investissement en capital annoncée dans l'Exposé économique de décembre 1992 et ayant trait au Projet d'atterrissage hyperfréquences (25 millions de dollars), à la majoration des ressources approuvée pour le simulateur de gestion de l'espace aérien du Canada (15 millions de dollars), en partie neutralisée par la baisse attribuable au transfert de ressources entre activités compte tenu de la modification de l'ordre des priorités du Ministère (13,6 millions de dollars).

26,4

Subventions et contributions:

- baisse attribuable aux réductions se rattachant à l'Exposé économique de décembre 1992 (0,1 million de dollars) et à la fin de la contribution à la Société de développement de la Baie-James (0,6 million de dollars).

(0,7)

## Objectif

Assurer la sécurité du système national de transport aérien civil, l'aménagement et l'exploitation du système national de navigation aérienne civile en vue d'assurer la sécurité et l'efficacité des mouvements d'aéronef et concourir à la sécurité et à l'efficacité des aéronefs canadiens évoluant dans l'espace aérien international et étranger.

## Description

L'activité Aviation élabore et exploite le système de navigation aérienne civile, réglemente les activités de l'aviation civile, sensibilise à la sécurité et fournit des services de vol à Transports Canada et à d'autres organismes et ministères fédéraux. L'activité Aviation administre la Loi sur l'aéronautique et d'autres textes de loi pertinents. Pour assumer sa responsabilité, l'Activité se divise en cinq sous-activités.

**Système de navigation aérienne :** cette sous-activité assure la disponibilité et la fiabilité d'un système national de navigation aérienne civile. Elle comprend trois services principaux. Les Services de circulation aérienne visent à empêcher les abordages et à assurer un écoulement rapide, sûr et ordonné de la circulation aérienne. Les Services techniques doivent assurer la disponibilité et la fiabilité de systèmes de surveillance radar et de communication aux fins du contrôle de la circulation aérienne, des services de vol et des aides à la navigation pour les aéronefs. Les Services à l'aviation fournissent des plans, des exigences, des politiques, des normes et des procédures au système de navigation aérienne ainsi que des services d'étalonnage et d'inspection en vol et des services d'information aéronautique.

**Réglementation aérienne :** cette sous-activité établit, administre et applique les règlements nécessaires à la conduite sûre des activités de l'aviation civile canadienne.

**Analyse et promotion de la sécurité aérienne :** cette sous-activité fournit des conseils en matière de sécurité aux gestionnaires, aux exploitants et à d'autres membres du personnel de l'aéronautique. Elle évalue tous les secteurs de la collectivité de l'aviation civile pour déterminer les dangers réels et éventuels, aide à évaluer les risques et élabore des programmes d'information sur la sécurité.

**Services des aéronefs :** cette sous-activité fournit et entretient des aéronefs à l'appui des activités de Transports Canada ainsi que d'autres ministères et organismes du gouvernement fédéral. Elle donne, entre autres, une formation professionnelle appropriée aux inspecteurs de l'aviation civile et aux préposés à l'entretien des aéronefs de Transports Canada.

**Direction et administration :** cette sous-activité assure la gestion et l'orientation générales nécessaires à l'activité Aviation, notamment la définition de politiques et de priorités et la prestation de services de gestion des ressources.

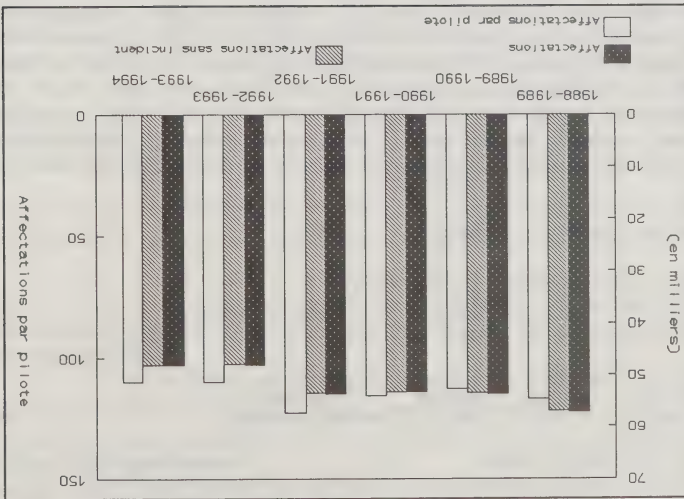


Tableau 2-36: Affectations de pilote





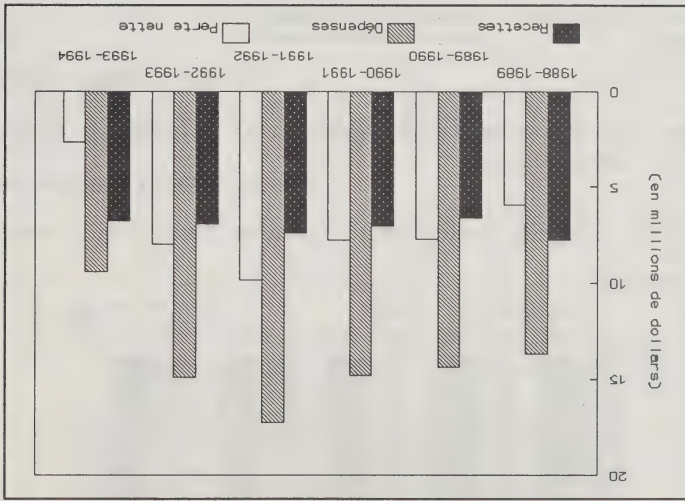


La compagnie de navigation Canartic Limitée, qui est une co-entreprise dont le gouvernement possède 51 p. cent et la North Water Navigation Ltd., 49 p. cent, doit fournir de très bons services de transport maritime dans l'Arctique, des services de navires-citernes, des services de gestion de navires et des services de soutien pour la mise en valeur des ressources, aux sociétés, collectivités et organismes du gouvernement présents dans la région.

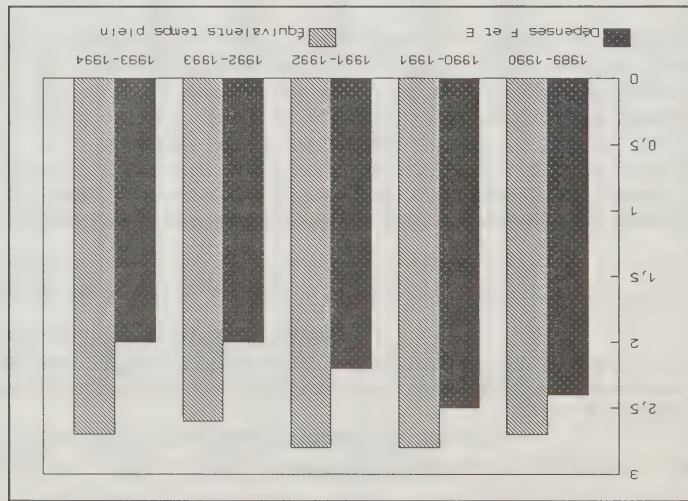
Conformément à l'entente conclue avec les actionnaires, le gouvernement fédéral s'engage à éponger le déficit d'exploitation et les coûts de location du NM Arctic.

Le tableau 2-34 fait état des résultats d'exploitation de la Compagnie et du montant des subventions octroyées. Vu que cette dernière n'a pu mener ses activités pendant toute la saison, au cours des dernières années, ses recettes ont été inférieures aux prévisions.

**Tableau 2-34: Résultats financiers**



**Tableau 2-32: Pourcentage du total des ressources brutes de la Garde côtière canadienne (Fonctionnement et entretien et ETP) utilisées par la sous-activité Direction et administration**



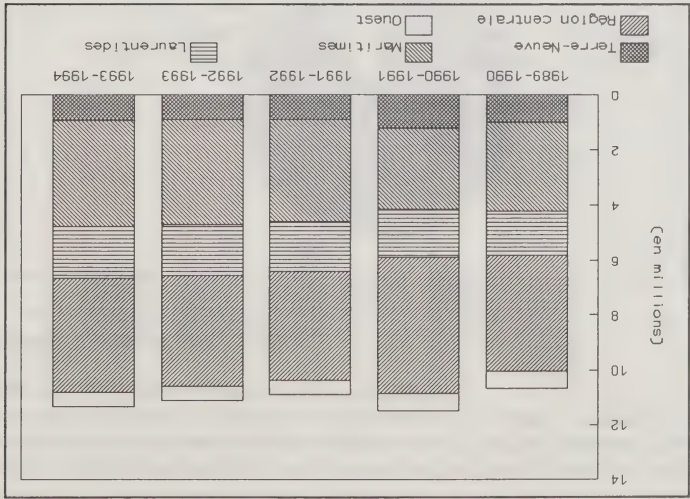
## La compagnie de navigation Canarcic Limitée

Le tableau 2-33 montre l'utilisation, sur cinq ans, des ressources financières de cette sous-activité.

**Tableau 2-33: Dépenses netes**

(en milliers de dollars)					
Budget des dépenses					
1993-1994	1992-1993	1991-1992	1990-1991	1989-1990	
Prévu	Réel	Réel	Réel	Réel	
Dépenses brutes de fonctionnement	-	-	-	-	-
Moins: Recettes	-	-	-	-	-
Dépenses en capital	-	-	-	-	-
Subventions et contributions	-	-	-	-	-
Paiements à des sociétés d'Etat	2 657	8 000	9 837	7 763	7 740
	2 657	8 000	9 837	7 763	7 740

Tableau 2-30: Tonnes de marchandises maintenues dans les ports publics



Direction et administration

Le tableau 2-31 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-31: Dépenses nettes

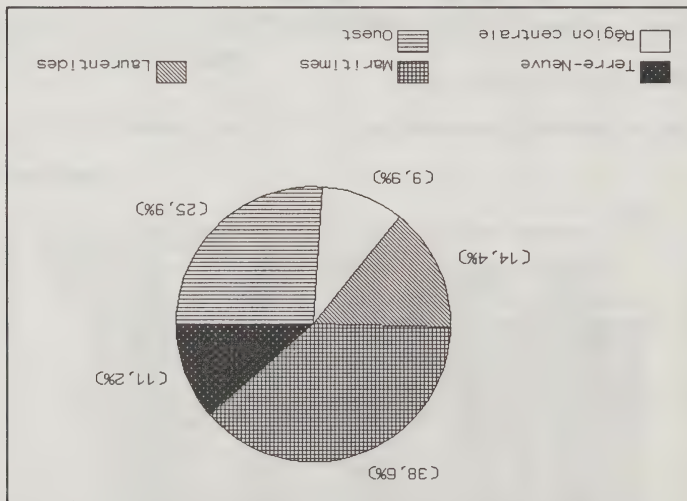
(en milliers de dollars)		Budget des dépenses				
		1993-1994	1992-1993	1991-1992	1990-1991	1989-1990
Dépenses brutes de fonctionnement	Moins: Recettes	11 081	10 743	11 411	13 521	11 871
		-	-	5	2	8
		11 081	10 743	11 406	13 519	11 863
Dépenses en capital		722	911	2 487	1 581	1 773
Subventions et contributions		-	25	-	-	-
		11 803	11 679	13 893	15 100	13 636
Équivalents temps plein		162	148	144	163	159

La sous-activité Direction et administration consiste à établir les buts, les objectifs, les priorités et les mesures de responsabilité; à fournir des services de gestion des ressources, à réaliser des projets spéciaux et à assurer la coordination entre l'administration centrale et les régions. Le tableau 2-32 illustre le pourcentage de ressources et d'équivalents temps plein utilisés dans cette sous-activité par rapport au total des ressources et des équivalents temps plein affectés à l'activité Garde côtière canadienne. Ces ressources sont attribuées aux bureaux du sous-ministre adjoint/commissaire, Garde côtière canadienne et au directeur général de chaque région, moyennant l'aide de divers groupes d'employés. La diminution des dépenses engagées au titre de cette sous-activité en 1991-1992 et 1992-1993 répond aux mesures de compression des dépenses du gouvernement. Pour 1993-1994 l'augmentation de l'équivalent temps plein résulte de la réaffectation des ressources pour l'informatique et les responsabilités en matière de santé et sécurité.

La sous-activité Havres et ports publics consiste dans l'entretien, l'administration et l'aménagement de 526 havres et ports publics (voir tableau 2-29) qui accueillent des navires de la marine marchande.

Ces installations donnent accès aux communautés isolées en plus d'épauler les entreprises locales. Ces ports ne sont pas financièrement autonomes, même si l'on prévoit qu'environ 38 p. cent des frais d'exploitation sont recouverts par la perception de droits de quai, de port et de location, lesquels ont baissé par rapport aux années précédentes en raison du fléchissement de l'activité économique. Se reporter au tableau 3-20 à la p. 3-37 pour plus de précisions sur les recettes.

**Tableau 2-29: Havres et ports publics**



Le tableau 2-30 montre le volume de marchandises manutentionnées dans les havres et ports publics, par région. De plus, neuf commissions de port, qui manutentionnent à peu près 20 p. cent du total des marchandises transportées dans tout le pays, sont des entités para-commerciales et sont financièrement autonomes. Toutefois, elles peuvent obtenir des contributions, des subventions ou des emprunts pour des projets d'expansion majeurs. Le tableau 3-24 p. 3-40 illustre les prêts actuellement impayés.

En 1991-1992 et 1992-1993 les dépenses engagées au titre de cette sous-activité ont été réduites aux opérations de dragage et de réparation des quais pour satisfaire aux mesures de compression des dépenses. Il s'ensuit que plus de 80 quais ont été fermés ou ont fait l'objet de restrictions par mesure de sécurité.

L'augmentation des dépenses en capital paraît dans la mise en oeuvre du projet des installations pour le traversier en terre ferme de Pelee Island, le projet d'aménagement du port de Gros Cacouna et le projet de reconstruction de la jetée est, à Rimouski.



(en milliers de dollars)					
Budget des dépenses					
1993-1994					
Prévu					
1992-1993					
Réal					
1991-1992					
Réal					
1990-1991					
Réal					
1989-1990					
Réal					
Dépenses brutes de fonctionnement	30 583	31 460	30 354	33 615	33 572
Moins: Recettes	11 773	11 382	-	-	-
	18 810	20 078	30 354	33 615	33 572
Dépenses en capital	36 614	17 078	23 121	38 630	34 755
Subventions et contributions	4	15	15	10	67
	55 428	37 171	53 490	72 255	68 394
Équivalents temps plein	95	90	84	91	90

Tableau 2-28: Dépenses nettes

Le tableau 2-28 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Havres et ports publics

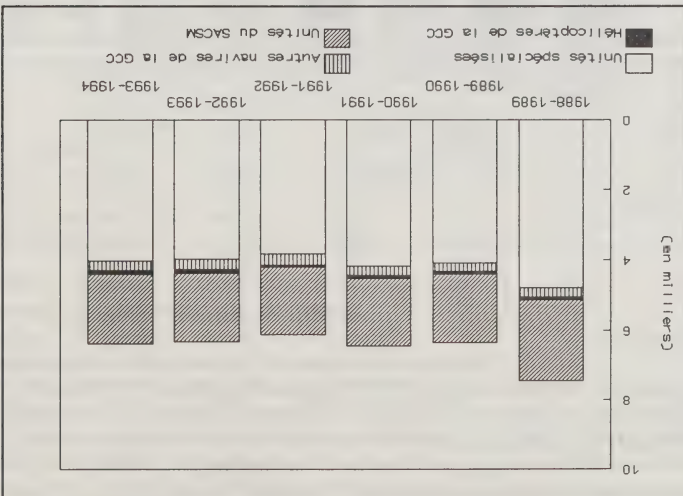
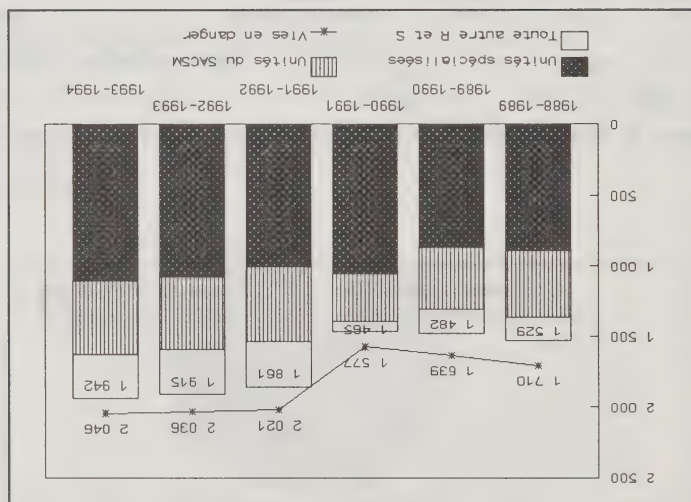


Tableau 2-27: Nombre d'activités de R et S de la GCC



En 1991-1992 et 1992-1993, les dépenses ont régressé, ce qui s'explique en partie par le Plan de restructuration de la flotte en vertu duquel plusieurs navires de R et S ont été mis hors service et par l'affectation à des tâches multiples des navires de type 600 qui étaient au préalable utilisés uniquement comme navires de R et S. Les économies réalisées dans ce secteur ont été partiellement neutralisées en 1992-1993 par l'entrée en vigueur du Règlement sur les langues officielles qui prévoit que 20 équivalents temps plein et 1,4 million de dollars seront consacrés à la formation bilingue, ce qui est légèrement inférieur aux 36 équivalents temps plein et aux 2,3 millions de dollars prévus dans le Budget des dépenses de 1992-1993. En 1993-1994, l'augmentation des dépenses en capital s'explique par la mise en oeuvre du projet de remplacement d'embarcations de recherche et sauvetage.

Tableau 2-26: Vies sauvées/vies en danger



Le tableau 2-25 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-25: Dépenses nettes

(en milliers de dollars)		Budget des dépenses				
		1993-1994	1992-1993	Prévu	Réel	Réel
Dépenses brutes de fonctionnement	Moins: Recettes	72 130	72 500	69 765	80 088	67 139
		31	31	20	13	60
		72 099	72 469	69 745	80 075	67 079
Dépenses en capital	Subventions et contributions	14 239	4 571	3 880	9 656	33 607
		1 725	1 760	1 474	1 471	1 258
		88 063	78 800	75 099	91 202	101 944
Équivalents temps plein		921	831	830	918	935

La sous-activité Recherche et sauvetage maritimes (R et S) est responsable des unités de recherche et sauvetage dont 63 sont actuellement exploitées par la Garde côtière canadienne, notamment 27 petites embarcations de sauvetage côtières mises en service uniquement durant les mois d'été pour faire face à la hausse du nombre d'embarcations de plaisance (voir p. 3-44 qui décrit la flotte de la Garde côtière canadienne). De concert avec le ministère de la Défense nationale, la Garde côtière canadienne s'occupe également de doter en hommes les centres de coordination des opérations de sauvetage de Halifax (N.-É.), Trenton (Ont.) et Victoria (C.-B.) sans compter qu'elle exploite les centres secondaires de sauvetage maritime de St. John's (T.-N.) et Québec (Qué.). En outre, la Garde côtière canadienne exécute un important programme de sécurité nautique (Prévention R et S) en vue de minimiser le nombre d'incidents dont sont victimes les petites embarcations. Les ressources servent à la production de vidéoscassettes éducatives sur la sécurité nautique, d'annonces publicitaires et de publicités à la radio, sans compter des publications comme le Guide de sécurité nautique et le Guide de sécurité pour pêcheurs côtiers. Ce programme consiste également à donner des démonstrations de sécurité et à réaliser des inspections à titre gracieux. Les opérations de sauvetage sont épaulées par les navires appartenant aux unités volontaires du Service auxiliaire canadien de sauvetage maritime (SACSM). Les propriétaires de ces navires sont remboursés de leurs frais de carburant et d'assurance ainsi que des coûts de formation et de voyage autorisés. Les membres du SACSM participent également au programme de Prévention R et S.

Comme en témoigne le tableau 2-26, les unités spécialisées de R et S permettent de sauver plus de 1 000 vies humaines, ce qui représente une hausse de plus de 200 par rapport à 1989-1990. En outre, le Service auxiliaire canadien de sauvetage maritime contribue à la sauvegarde de plus de 500 vies par an. En plus de sauver des vies humaines, les unités spécialisées de R et S de la Garde côtière canadienne ont répondu à environ 4 000 appels à l'aide lancés par des gens de mer pour assurer la sécurité des passagers et (ou) des marchandises transportées. Par ailleurs, le Service auxiliaire canadien de sauvetage maritime a répondu à plus de 2 000 appels à l'aide, soit une hausse de près de 500 par rapport à 1990-1991. Le nombre global d'incidents de R et S a accusé ces dernières années une baisse régulière en dépit d'une hausse des activités des embarcations de plaisance. L'écart entre le nombre d'incidents et d'interventions est dû au fait que d'autres ministères gouvernementaux ou des navires de sauvetage occasionnel sont intervenus car ils se trouvaient plus près.

L'augmentation des recettes du Trésor reflète l'aptitude de la Garde côtière canadienne à recouvrer certains des coûts qui se sont rattachés à l'opération de nettoyage du *Tenyo Maru* et du *Rio Orinoco*.

Tableau 2-23: Charge de travail de la sécurité des navires

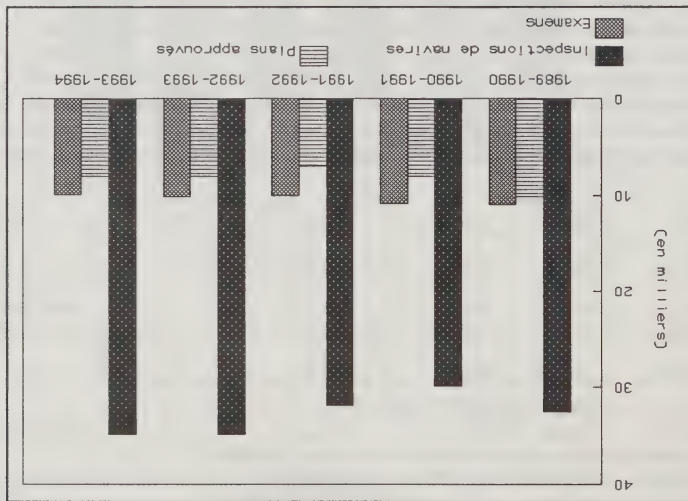
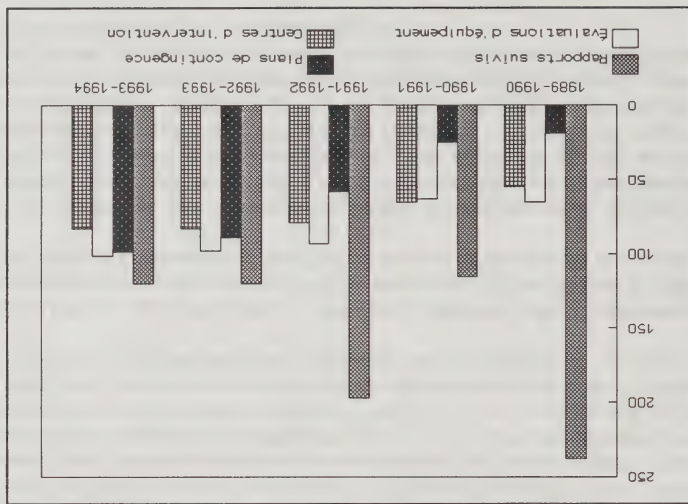


Tableau 2-24: Interventions en cas de pollution



Le tableau 2-22 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-22: Dépenses nettes

(en milliers de dollars)				
Budget des dépenses				
1993-1994	1992-1993	1991-1992	1990-1991	Réel 1989-1990
Moins: Recettes				
50 834	46 128	44 969	48 715	38 906
2 668	3 195	12	8	29
48 166	42 933	44 957	48 707	38 877
Dépenses en capital				
8 360	5 554	9 051	8 474	5 169
13	14	14	264	41
56 539	48 501	54 022	57 445	44 087
Équivalents temps plein				
617	556	506	526	478

La sous-activité Réglementation maritime est responsable de:

- la sécurité des navires dans laquelle s'inscrit l'inspection réglementaire des navires immatriculés au Canada ainsi que l'inspection des navires étrangers mouillant dans des ports canadiens en vertu de l'Entente sur le contrôle par l'État des ports. Cela englobe également la délivrance de titres réglementaires aux gens de mer qui ont réussi aux examens du Ministère et la réalisation du programme d'hygiène et de sécurité au travail au nom de Travail Canada, lequel comporte des enquêtes, des inspections et des études techniques.

- la protection de l'environnement et planification d'urgence, qui consiste à répondre aux besoins de nettoyage suite à un incident de pollution par les navires sur la base d'un recouvrement des coûts dans la mesure du possible. Cette sphère de responsabilité a récemment été élargie suite à la recommandation du Comité d'examen public des systèmes de sécurité des navires-citernes en vue d'y inclure la politique d'intervention et l'amélioration des préparatifs d'urgence.

En 1991-1992, 1992-1993 et 1993-1994, la hausse des dépenses au titre de cette sous-activité traduit l'engagement pris par les pouvoirs publics de protéger l'environnement. Le Plan vert prévoit l'affectation de ressources pour le contrôle par l'État des ports moyennant un niveau d'inspection de 20 p. cent (8 équivalents temps plein et 0,925 million de dollars) et un potentiel d'intervention accru, suite aux recommandations formulées par le Comité d'examen public des systèmes de sécurité des navires-citernes et de la capacité d'intervention en cas de déversements en milieu marin (15 équivalents temps plein et 4,795 millions de dollars). Les tableaux 2-23 et 2-24 illustrent l'alourdissement de la charge de travail qui se rattache à la fois à la sécurité des navires et aux interventions d'urgence, sans compter qu'il y a eu une hausse parallèle du nombre de centres d'intervention chargés de localiser les équipements de nettoyage nécessaires afin de raccourcir les délais d'intervention. Par ailleurs, des ressources ont été réaffectées grâce aux économies résultant de mesures d'efficacité comme l'automatisation des phares et l'entretien électronique pour répondre en partie aux prescriptions du Bureau de la sécurité des transports (3 équivalents temps plein et 0,141 million de dollars); l'inspection des marchandises dangereuses (7 équivalents temps plein et 0,351 million de dollars) et l'inspection des petits bateaux de pêche (5 équivalents temps plein et 0,302 million de dollars). De plus, les heures de formation des étudiants ont augmenté de façon spectaculaire depuis 1986-1987 où elles étaient de 5 000 alors qu'elles dépasseront 47 000 heures en 1993-1994. Cette hausse de la demande de formation, aussi bien à l'interne qu'à l'extérieur, reflète le niveau de sensibilisation accru aux problèmes d'environnement.



La baisse des dépenses en capital est attribuable au quasi-parachèvement du carénage important du NGCC *Louis S. St-Laurent* auquel il faut ajouter la réduction des dépenses pour atteindre les objectifs fixés par le gouvernement en matière de recettes.

En 1993-1994, l'augmentation des ressources résultera des hausses salariales et des économies réalisées uniquement en 1992-1993.

En 1991-1992 et 1992-1993, les dépenses ont régressé en dépit d'une hausse de 3 p. cent des salaires en 1992-1993. Cette baisse des dépenses accompagnée d'une réduction du temps que les navires consacrent à cette activité (voir tableau 2-21) reflète la mise en oeuvre du Plan de restructuration de la flotte ainsi que la mise hors service du NGCC *John A. MacDonald*, sans oublier le retard prévu dans l'ouverture des opérations de déglacage 1992-1993. Compte tenu du fait que l'état des glaces a été relativement facile, la baisse des niveaux de ressources n'a pas encore eu d'incidence appréciable sur la sécurité.

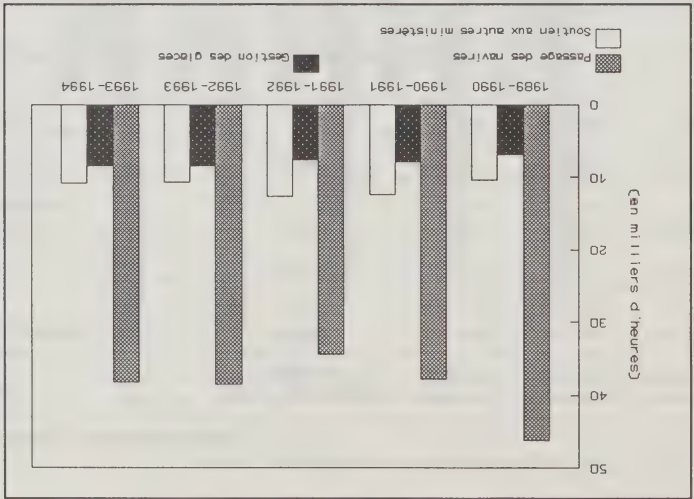


Tableau 2-21: Heures - navires



Le tableau 2-19 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-19: Dépenses nettes

(en milliers de dollars)		Budget des dépenses			
		1993-1994	Prévu	1991-1992	Réel
		1992-1993	1990-1991	1989-1990	Réel
Dépenses brutes de fonctionnement	116 050	111 381	111 080	114 204	105 225
	Moins: Recettes	14 540	12 589	13 585	12 391
		101 510	98 792	97 495	101 813
Dépenses en capital	11 368	16 345	30 860	28 158	54 518
Subventions et contributions	-	25	-	-	-
		112 878	115 162	128 355	129 971
Équivalents temps plein		926	979	939	974
					946

La sous-activité Déglaçage et opérations dans l'Arctique consiste à escorter les navires et à ouvrir des ports sur demande pour accélérer le mouvement des cargos et des navires de pêche ainsi qu'à surveiller et à contrôler les glaces dans le Saint-Laurent en amont de Montréal pour empêcher les dégâts ou les pertes matérielles dus aux inondations. En outre, cette sous-activité consiste à coordonner le ravitaillement de l'est de l'Arctique sur la base d'un recouvrement des coûts afin d'approvisionner en nourriture, en matériaux, en combustibles et en équipement chaque année une trentaine de collectivités et sites de défense. Cette sous-activité apporte également une aide à d'autres ministères et organismes gouvernementaux, dont la plus importante est l'affrètement du NGCC *John Cabot* à Téléglobe Marine Inc. et la prestation de services d'hélicoptères au ministère de l'Environnement.

Six brise-glace lourds sont utilisés. À ces unités s'ajoutent les navires affectés à l'aide à la navigation, qui sont renforcés pour la navigation dans les glaces (voir la description de la flotte de la Garde côtière canadienne à la page 3-44). Un des six autres brise-glace, le *NGCC Louis S. St-Laurent*, fait l'objet de travaux importants de radoub (voir la page 3-25). Par conséquent, la Garde côtière canadienne a conclu un accord de location à bail du *NM Terry Fox*, brise-glace de Ressources Gulf Canada, pour les deux prochaines années.

Tableau 2-20: Statistiques sur la charge de travail

Budget des dépenses		Prévu			
		1993-1994	1992-1993	1991-1992	Réel
		1990-1991	1989-1990	Réel	Réel
Navires escortés	1 293	1 293	1 293	1 425	1 205
Déglaçage des installations portuaires de pêche	96	96	96	50	82
Déglaçage des installations portuaires commerciales	246	246	240	232	256
Déglaçage des chenaux (en milles)	25 699	25 699	26 173	23	140
Lutte contre les inondations et services de gestion des glaces (distance en milles)	13 000	13 000	11 979	17 436	20 574

Le tableau 2-20 montre une partie de la charge de travail de cette sous-activité. Le tableau 2-21 montre le nombre d'heures consacrées par les navires à la prestation de services dans le cadre de cette sous-activité.

ACP: Aides à courte portée  
VHF: Très hautes fréquences  
ÉSR: Équipement de station radio

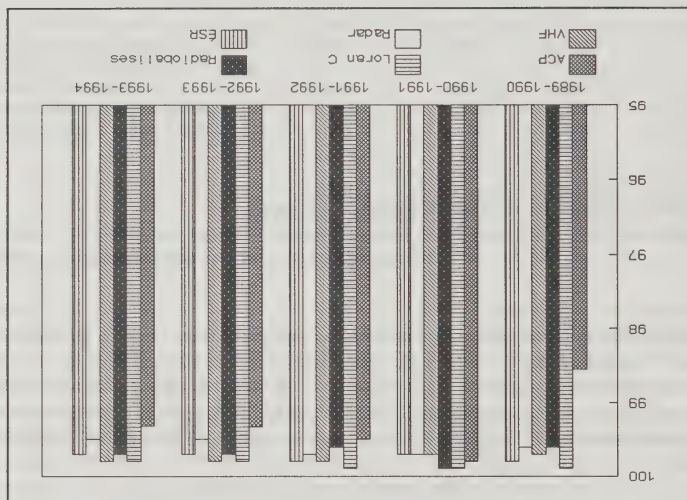


Tableau 2-18: Pourcentage du temps de disponibilité du matériel

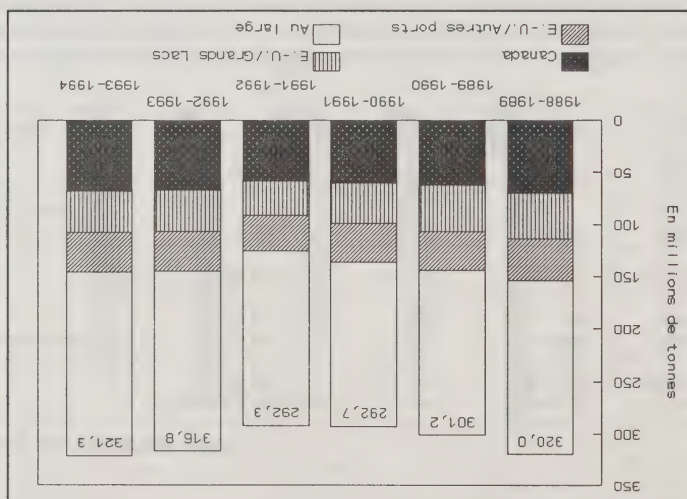


Tableau 2-17: Total des volumes de trafic maritime

Dans le cadre de la sous-activité Systèmes de navigation maritime, on s'occupe de la prestation, de l'exploitation et de l'entretien d'environ 20 500 bouées et aides terrestres, qui comprennent des phares et des Racon, dont le but est d'aider les gens de mer à déterminer leur position par rapport à certains dangers situés sur terre ou dissimulés. En outre, 62 radiobalisees et 4 stations Loran C permettent de déterminer sa position à longue portée. Pour assurer l'entretien des voies navigables selon les paramètres établis, on exécute dans le cadre de cette activité un programme de dragage des chenaux (pour prévenir leur ensassement), de sondage/balayeage des canaux, de dragage, de protection des côtes, d'entretien et d'exploitation du canal de Canso; ainsi que l'approbation des ouvrages et l'enlèvement et l'élimination des épaves de navires. Les Services de trafic maritime (STM) qui comprennent 15 centres ouverts 24 heures sur 24, 7 jours par semaine, organisent les mouvements de circulation, prodiguent des conseils et des directives aux gens de mer en vertu du Règlement de zone des STM et soumettent les navires qui pénètrent dans les eaux canadiennes à un examen pour en déceler les vices/déficiences en vertu du service de trafic obligatoire de l'est du Canada, du service de trafic facultatif de l'Arctique canadien et du service de trafic de l'ouest du Canada. Pour fournir un service de détresse et de communication de sécurité, de diffusion de renseignements météorologiques, de renseignements sur la sécurité maritime et les glaces et offrir un service de correspondance publique ainsi que les services de communication nécessaires au commandement et au contrôle de la flotte de la Garde côtière canadienne, il existe un réseau de 30 stations émettrices-réceptrices dotées en hommes et de 144 stations télécommandées.

Le tableau 2-17 illustre le volume de marchandises acheminées dans le Système canadien de navigation maritime. En outre, le tableau 2-18 illustre le pourcentage de temps où l'équipement fonctionne. Tous les équipements sont en service plus de 99 % du temps.

Pour 1991-1992, les dépenses ont diminué en raison des coupures pratiquées en vertu desquelles le nombre de radiobalises qui était de 70 en 1990-1991 a baissé pour atteindre son niveau actuel de 62. En outre, le recours à l'entretien électronique des équipements a entraîné une baisse de 20 p. cent des dépenses d'entretien préventif, ce qui équivaut à économiser 20 équivalents temps plein. Le tableau 2-18 révèle que cette réduction n'a nullement affecté le niveau de service dans ce secteur qui a réussi à maintenir un taux élevé de disponibilité des équipements. L'automatisation des phares a également contribué à la baisse des dépenses et à l'utilisation d'équivalents temps plein, parallèlement à la mise en œuvre du Plan de restructuration de la flotte qui s'étalera sur trois exercices financiers à compter de 1991-1992. Les économies résultant du Plan de restructuration de la flotte devaient à l'origine être réaffectées à des secteurs prioritaires, mais elles seront finalement obliées dans le cadre des programmes de restrictions du gouvernement. Des économies ont également été réalisées grâce à la grève de l'Alliance de la Fonction publique du Canada et au blocage des dépenses imposé par le gouvernement qui frappe à la fois les opérations de dragage et de radoub des navires.

En ce qui concerne 1992-1993, les dépenses affichent une légère hausse attribuable à une augmentation de 3 p. cent des salaires et des moyens supplémentaires visant à mettre en œuvre le Règlement sur les langues officielles (6 équivalents temps plein et 0,352 million de dollars) au titre de la formation pour offrir des services bilingues aux Services de trafic maritime et (10 équivalents temps plein et 0,652 million de dollars) pour assurer la formation des opérateurs radio bilingues. Une légère baisse des équivalents temps plein a également été décrétée pour libérer des ressources afin de faire face à l'augmentation des coûts d'armement en hommes des navires assujettis au régime des jours de relâche. En 1993-1994, la majoration des ressources au titre de la hausse des salaires a été neutralisée par une baisse des autres charges d'exploitation décrite dans le cadre de l'Exposé économique de décembre 1992.

La baisse régulière des dépenses en capital traduit l'incapacité du Ministère à atteindre ses objectifs en matière de recettes en raison du mauvais climat économique, ce qui explique que pour compenser ce manque à gagner, les dépenses en capital aient été réduites.



(en milliers de dollars)					
Budget des dépenses					
1993-1994					
Prévu					
1992-1993					
Réal					
1991-1992					
Réal					
1990-1991					
Réal					
1989-1990					
Dépenses brutes de fonctionnement	263 354	264 220	255 432	259 377	242 824
Moins: Recettes	2 745	3 353	465	540	345
	260 609	260 867	254 967	258 837	242 479
Dépenses en capital	76 624	49 541	54 186	61 442	81 861
Subventions et contributions	-	-	90	94	669
	337 233	310 408	309 243	320 373	325 009
Equivalents temps plein	3 222	3 098	3 089	3 191	3 254

Tableau 2-16: Dépenses nettes

Le tableau 2-16 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

## Systèmes de navigation maritime

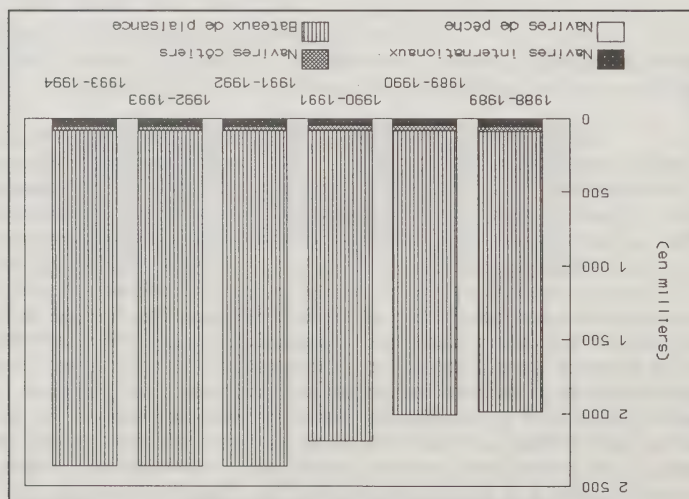
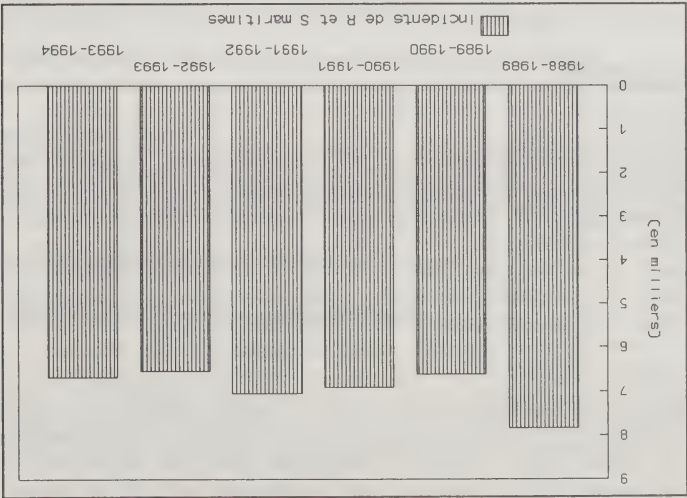


Tableau 2-15: Nombre de navires par catégorie

Tableau 2-14: Nombre total d'incidents de recherche et sauvetage maritimes



Les principales variables qui influent soit sur les ressources affectées à l'Activité, les résultats attendus, ou les deux sont les suivantes:

- les conditions météorologiques (glaces) défavorables ou favorables;
- les taux internationaux de change et d'intérêt, y compris les variations dans le coût de la vie;
- le trafic des navires, y compris les embarcations de commerce, de pêche et de plaisance, et
- les incidents de recherche et de sauvetage maritimes.

En particulier, le niveau du trafic maritime est un indice global de la demande de prestations adressée à la Garde côtière canadienne. Le tableau 2-15 révèle que l'activité des embarcations de plaisance a augmenté tandis que celle des navires commerciaux a baissé.



- économies attribuables à la grève de l'Alliance de la Fonction publique du Canada (26 ETP), à l'ajournement prévu du plan de dotation et à la diminution des employés contractuels (265 ETP), sans compter les programmes de restrictions du gouvernement (114 ETP), en partie neutralisées par une augmentation de la demande de service du NGCC *John Cabot* (40 ETP).
- (365 ETP)

**Données sur le rendement et justification des ressources**

**Liens entre les résultats et les ressources de l'Activité**

Les résultats suivants du programme représentent la majeure partie des ressources humaines et financières affectées à l'Activité. Des mesures évaluant les niveaux de réalisation sont données sous les postes de chaque sous-activité ci-dessous. Les résultats attendus de l'utilisation des ressources de l'activité Garde côtière canadienne sont les suivants:

- la navigation sans entrave et le mouvement rapide des navires, dans les glaces au besoin, dans des conditions de risque acceptables;
- la réduction des risques et des pertes de vie;
- la protection de l'environnement et des biens, et
- l'appui en toute rentabilité du commerce maritime à destination, en provenance et à l'intérieur du Canada.

Le nombre d'incidents maritimes est un indice global de l'efficacité de l'activité Garde côtière canadienne, étant donné que les ressources ne servent pas seulement à sauver des vies humaines au cours d'incidents mais à empêcher que ces incidents ne se produisent. Le tableau 2-14 révèle que le nombre d'incidents accuse une baisse, ce qui est partiellement attribuable aux activités de la Garde côtière canadienne dans le cadre du programme de prévention de recherche et sauvetage.

Dépenses de fonctionnement:

- majoration des dépenses résultant du transfert de ressources nécessaires pour couvrir la péremption prévue de l'activité Garde côtière canadienne (30 millions de dollars), majoration des coûts d'exploitation du NGCC *John Cabot* (1,4 million de dollars) et des frais de nettoyage se rattachant au naufrage du *Tenyo Maru* (1,1 million de dollars), transfert au titre de la politique de comptabilisation des immobilisations (0,5 million de dollars), en partie neutralisée par les programmes de restrictions du gouvernement (16,5 millions de dollars), par les économies résultant de l'ajournement des opérations de carénage et de la réduction des opérations de dragage et de réparation des quais (4,5 millions de dollars), par les économies résultant du Plan vert, du processus d'évaluation et d'examen en matière d'environnement et de la formation au titre des langues officielles (2,5 millions de dollars) et par d'autres économies diverses (1 million de dollars).

8,5

Dépenses en capital:

- baisse des dépenses résultant du transfert au titre de la politique de comptabilisation des immobilisations (0,5 million de dollars), des programmes de restrictions du gouvernement (18,2 millions de dollars) et des décalages de projets (13,5 millions de dollars).
- Subventions et contributions:
- baisse des besoins au titre de la contribution au Service auxiliaire canadien de sauvetage maritime (SACSM) et nouvelle contribution versée à la ville de Botwood pour étudier l'aménagement portuaire.

(0,3)

Recettes et recouvrements:

- recouvrement inférieur des coûts auprès du ministère des Pêches et Océans (0,7 million de dollars) et réduction du volume au titre du programme de réapprovisionnement de l'Arctique (0,2 million de dollars).

0,9

Sociétés d'État:

- **Compagnie de navigation Canarctic Limitée:** augmentation des besoins se rattachant à l'augmentation des charges de réparation et d'une baisse des gains résultant de conditions de glacement difficiles.

3,2

- **Administrations de pilotage:** déficit attribuable à l'incapacité d'obtenir l'intégralité de la hausse proposée des tarifs pour l'Administration de pilotage de l'Atlantique (0,4 million de dollars), fléchissement du trafic sur la Voie maritime du Saint-Laurent assujéti au pilotage obligatoire, ce qui a entraîné une baisse des recettes de l'Administration de pilotage des Grands Lacs (0,9 million de dollars) et déficit essuyé par l'Administration de pilotage des Laurentides attribuable à une augmentation sévère des taux de rémunération des pilotes et à l'absence de toute hausse des tarifs (5 millions de dollars).

6,3

	Réel	Budget	Difference
	\$	\$	\$
Budgetaire			
Systèmes de navigation maritime	309 243	3 089	3 283
Déglacage et opérations dans l'Arctique	128 355	130 563	1 043
(194)			(53 315)
Réglementation maritime	54 022	506	523
(17)			8 750
Recherche et sauvetage maritimes	75 099	830	875
(45)			1 466
Havres et ports publics	53 490	84	90
(6)			(8 690)
Direction et administration	13 893	144	143
(943)			943
La compagnie de navigation Canarcic Limitée	9 837	-	3 165
(365)			30 000
Services de pilotage	6 324	-	6 324
(365)			30 000
Inutilisation prévue	-	-	-
Recettes portées au Trésor	38 607	26 440	12 167
	650 263	663 828	5 957
	5 592	5 957	(13 565)
	38 607	26 440	12 167

Tableau 2-13: Résultats financiers de 1991-1992

## Examen des résultats financiers

Budgetaire	Dépenses		Subventions	Capital et contributions	Fonctionnement	Capital	Recettes:	Moins: et recouvrements	Besoins nets en ressources
	Sociétés d'Etat	Total							
Systèmes de navigation maritime	263 354	76 624	-	-	339 978	2 745	337 233		
Déclassement et opérations dans l'Arctique	116 050	11 368	13	-	127 418	14 540	112 878		
Réglementation maritime	50 834	8 360	13	-	59 207	2 668	56 539		
Recherche et sauvetage maritimes	72 130	14 239	1 725	-	88 094	31	88 063		
Havres et ports publics	30 583	36 614	4	-	67 201	11 773	55 428		
Direction et administration	11 081	722	-	-	11 803	-	11 803		
La compagnie de navigation Canarcitic Limitée	-	-	-	-	2 657	3 000	2 657		
Services de pilotage	-	-	-	-	3 000	-	3 000		
544 032	147 927	1 742	5 657	699 358	31 757	667 601			

Tableau 2-12: Dépenses et recettes prévues de l'Activité en 1993-1994

Dépenses en capital:

- baisse attribuable aux coupures budgétaires visant à redresser le manque à gagner ministériel (30,2 millions de dollars), à un transfert effectué au budget d'exploitation (6,4 millions de dollars), au report des crédits du Plan vert (1,2 million de dollars), aux compressions gouvernementales (6,3 millions de dollars), en partie neutralisée par l'octroi de nouveaux crédits pour le quai de Baie Ste-Catherine (1,2 million de dollars).

Subventions et contributions:

- hausse imputable à diverses contributions supplémentaires.

Recettes et recouvrements:

- baisse attribuable à un manque à gagner au titre des objectifs en matière de recettes (8,9 millions de dollars), à la baisse du volume des marchandises transportées dans le cadre de l'opération de réapprovisionnement de l'Arctique (1,1 million de dollars) et à la diminution des droits de quai et des redevances portuaires (0,8 million de dollars).

Sociétés d'Etat:

- **Compagnie de navigation Canarcic Limitée:** besoin supplémentaire résultant d'une mise à jour du plan d'entreprise.

Equivalents temps plein

- baisse des besoins des NGCC Louis S. St-Laurent et Norman McLeod Rogers pendant qu'ils sont en carénage (81 ETP), ETP non provisionnés en raison des coûts supplémentaires résultant de l'armement en hommes selon le régime des jours de relâche (38 ETP), ETP non provisionnés en raison du manque à gagner au niveau des salaires (85 ETP), ETP expirés se rattachant à la baisse du nombre d'admissions au Collège de la Garde côtière canadienne (26 ETP) et économies résultant de retards de dotation (29 ETP).

(259 ETP)



## Subventions et contributions:

- baisse découlant de l'Exposé économique de décembre 1992. (0,1)

## Recettes et recouvrements:

- hausse des recettes se rattachant au réapprovisionnement de l'Arctique. (1,2)

## Sociétés d'Etat:

- diminution des besoins pour la compagnie de navigation Canarcic Limitée (5,3 millions de dollars) et pour les administrations de pilotage (5,9 millions de dollars). (11,2)

## Equivalents temps plein

- hausse résultant du plan prévu de pourvoi des postes vacants à bord des navires en carénage qui seront remis en service, sans compter les économies réalisées en 1992-1993 et portant sur une année seulement. 241 ETP

**Explication des prévisions pour 1992-1993:** Les prévisions pour 1992-1993 sont inférieures de 27,2 millions de dollars, ou de 4,2 %, au Budget des dépenses de 645,8 millions de dollars de 1992-1993. Cet écart est attribuable aux points principaux suivants:

**Budgétaire**  
En millions  
de dollars

## Dépenses de fonctionnement:

- baisse résultant des économies de salaires attribuables à une plus faible utilisation des ressources humaines, en partie neutralisée par la majoration des coûts se rattachant à l'armement en hommes des navires assujettis au régime de jours de relâche (3,7 millions de dollars), coupures financières pour corriger le manque à recevoir au chapitre des opérations de dragage (6,3 millions de dollars), recherche et développement (1,5 million de dollars), réfection des quais (2 millions de dollars), retard intervenu dans le commencement des opérations de déglacage (1 million de dollars), autres réductions (1,6 million de dollars), baisse décrétée par le Conseil du Trésor dans les dépenses de communication (0,3 million de dollars), report des crédits du Plan vert (2,7 millions de dollars), programmes de restrictions du gouvernement (17,1 millions de dollars), réduction du volume de réapprovisionnement de l'Arctique (2,1 millions de dollars) et économies diverses (1,5 million de dollars), en partie neutralisée par un transfert du capital (6,4 millions de dollars), par une affectation supplémentaire visant à compenser le manque à gagner au chapitre du recouvrement des coûts et des recettes prévues (28,9 millions de dollars) et par une hausse des charges d'exploitation du NGCC *John Cabot* (0,9 million de dollars). (3,6)



Les activités de la Garde côtière canadienne représentent environ 31,7 % du total net des dépenses du Ministère et 30,6 % du total des ressources humaines pour 1993-1994.

## Sommaires des ressources

**Sociétés d'Etat et autres organismes:** cette sous-activité est responsable de la prestation de services de pilotage dans les eaux canadiennes, de l'aménagement, de l'exploitation et de l'entretien de neuf commissions portuaires et de l'exploitation du navire *MV Arctic* par la compagnie de navigation Canarcic Limitée.

Tableau 2-11: Besoins nets en ressources de l'Activité

(en milliers de dollars)		Budget des dépenses		Prévu		Différence	
		\$	ÉTP*	\$	ÉTP	\$	ÉTP
<b>Budgétaire</b>							
Systèmes de navigation maritime	337 233	3 222	310 408	3 098	26 825	124	(53)
Dégazage et opérations dans l'Arctique	112 878	926	115 162	979	(2 284)	8 038	61
Réglementation maritime	56 539	617	49 501	556	8 038	90	90
Recherche et sauvetage maritimes	68 063	921	78 800	831	9 263	5	5
Havres et ports publics	55 428	95	37 171	90	18 257	14	14
Direction et administration	11 803	162	11 679	148	(5 343)	-	-
La compagnie de navigation Canarcic Limitée	2 657	-	8 000	-	(5 880)	-	-
Services de pilotage	3 000	-	8 880	-	(5 880)	-	-
	667 601	5 943	618 601	5 702	49 000	241	(13 167)
Recettes portées au Trésor		6 939	20 106				

\* L'expression "équivalents temps plein" (ETP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ETP indique le nombre de heures de travail fournies par l'emploi chaque semaine, à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.

**Explication de la différence:** Les besoins financiers pour 1993-1994 sont supérieurs de 49,0 millions de dollars, ou de 7,9 %, aux prévisions de dépenses de 1992-1993. Cette augmentation est attribuable aux facteurs suivants:

## Budgetaire

En millions  
de dollars

**Dépenses de fonctionnement:**

- hausse attribuable à l'inflation des salaires (4,9 millions de dollars), au transfert au titre de la politique de comptabilisation des immobilisations (3 millions de dollars), au transfert de ressources du capital (6,4 millions de dollars) et à des changements divers (0,4 million de dollars), en partie neutralisée par les réductions découlant de l'Exposé économique de décembre 1992 au chapitre de l'exploitation (5,4 millions de dollars) et du Plan vert (1,7 million de dollars).

## Dépenses en capital:

- hausse attribuable au lancement de nouveaux projets et à des changements dans les mouvements de trésorerie.

Objetif

Veiller à la prestation de politiques et de programmes opérationnels visant les usagers du transport maritime, afin de contribuer à des activités maritimes sûres, efficaces et économiques ainsi qu'à la protection de la qualité du milieu marin dans les eaux relevant du gouvernement du Canada et, le cas échéant, élaborer, faire fonctionner et entretenir des éléments précis du système de transport maritime.

Description

L'activité Garde côtière canadienne (GCC) comporte les sous-activités suivantes:

**Systèmes de navigation maritime:** cette sous-activité est responsable de la prestation, de l'exploitation et de l'entretien d'un système d'aides à la navigation de courte portée; d'aides à la navigation de longue portée; de l'aménagement, de l'entretien et de la protection des voies navigables; des services de trafic maritime et des moyens de communication qui contribuent au mouvement sûr, efficace et économique des navires dans les eaux canadiennes désignées.

**Déglaçage et opérations dans l'Arctique:** cette sous-activité est responsable de la prestation, de l'exploitation et de l'entretien des brise-glaces, des installations et services visant à aider les navires à se frayer un chemin dans les eaux envahies par les glaces; de la gestion des glaces; de la coordination du ravitaillement annuel de l'est de l'Arctique et de l'appui à d'autres ministères et organismes gouvernementaux pour faciliter le mouvement sûr et efficace du trafic maritime dans les eaux infestées par les glaces; d'épauler les activités d'ordre maritime et d'autres objectifs gouvernementaux, notamment la souveraineté dans l'Arctique canadien et de minimiser les conséquences des inondations provoquées par les embâcles dans le haut Saint-Laurent.

**Réglementation maritime:** cette sous-activité est responsable de l'élaboration, de la promulgation et de la mise en oeuvre de règlements et de normes maritimes dont le but est de contribuer à la sécurité maritime et à la protection de l'environnement et d'assurer l'hygiène professionnelle dans l'industrie maritime; et de répondre aux besoins de nettoyage après un incident de pollution par les navires sur la base d'un recouvrement des coûts dans la mesure du possible, notamment aux chapitres de la politique et de la prévention.

**Recherche et sauvetage maritimes:** cette sous-activité est responsable des opérations de recherche et de sauvetage dans la sphère de responsabilité du Canada telle qu'elle est définie dans les ententes de l'Organisation maritime internationale ainsi que dans les cours d'eau canadiens reliant les Grands Lacs et dans la Voie maritime du Saint-Laurent; et d'assurer la sécurité des gens de mer pour minimiser les pertes de vie et les blessures, et de déployer tous les efforts raisonnables pour minimiser les pertes ou les dégâts matériels.

**Havres et ports publics:** cette sous-activité est responsable de la prestation d'un réseau efficace de ports et havres publics visant à assurer l'accessibilité et l'efficacité du mouvement intermodal des marchandises et des personnes afin d'épauler les objectifs sociaux et économiques nationaux, régionaux et locaux, notamment ceux qui ont trait aux échanges maritimes internationaux du Canada.

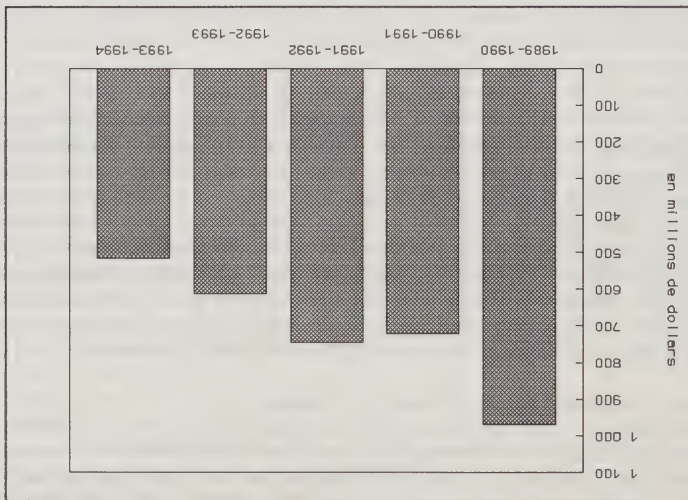
**Direction et administration:** cette sous-activité est responsable de diriger l'élaboration, la mise en oeuvre et l'examen des politiques, des programmes, des plans, des règlements et des activités opérationnelles pour épauler les cadres hiérarchiques afin qu'ils exécutent de manière efficace le programme de la Garde côtière canadienne.

Les ressources de l'élément Coordination sont consacrées à l'administration des cycles de planification des sociétés d'État, à la coordination des documents au Cabinet et de la correspondance nationaux, d'autres ministères fédéraux, provinciaux et territoriaux et avec tous les secteurs de l'industrie. Elle assume également un rôle stratégique en ce qui concerne les questions d'environnement. Le rendement est établi en fonction du nombre de documents traités (environ 1 200 documents et notes d'information au Cabinet) et du dépôt, en temps voulu, des plans d'entreprise et des documents afférents (100 plans et rapports annuels déposés une fois l'an). Cet élément sert également de point central au sein de Transports Canada pour la mise en œuvre de la stratégie nationale d'intégration des personnes handicapées. Il joue en outre un rôle de définition de la politique sur les questions d'environnement.

En 1992-1993, Transports Canada a vu l'achèvement de la première année d'un plan d'action quinquennal de 24,6 millions de dollars dont l'objectif était l'intégration complète des personnes handicapées dans la société. Tout porte à croire jusqu'ici que Transports Canada a atteint ou même dépassé les objectifs fixés par le comité parlementaire responsable de cette stratégie. Les fonctionnaires du Ministère ont cherché à établir des partenariats avec le secteur privé et les gouvernements provinciaux. De nombreuses initiatives ont suscité des réactions très positives. Un programme en particulier, «Aide à la desserte des aéroports par voie de surface» était entièrement matérialisé trois mois seulement après le début de l'exercice financier. En juin 1992, Transports Canada a apporté une modification à la Loi de 1987 sur les transports nationaux pour élargir la déclaration de principe qui inclut désormais des moyens de transport accessibles aux voyageurs atteints d'invalidité.

Le tableau 2-9 montre la baisse constante des paiements effectués aux sociétés d'État.

Tableau 2-9: Paiements aux sociétés d'État (en dollars constants de 1993-1994)



## Direction et coordination

Le tableau 2-10 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-10: Dépenses nettes

(en milliers de dollars)				
Budget des dépenses 1993-1994	Prévu 1992-1993	Réel 1991-1992	Réel 1990-1991	Réel 1989-1990
12 097	11 969	15 117	11 748	12 792
142	142	204	230	207
8 932	8 158	4 620	4 249	4 509
21 171	20 269	19 941	16 227	17 508
126	126	125	123	106
Equivalents temps plein				

Les ressources allouées à l'élément Direction de cette sous-activité au chapitre des ressources humaines servent essentiellement à planifier, administrer et contrôler toute l'Activité et à fournir un point de coordination régional global.



de planification et les stratégies qui permettront de les atteindre, les résultats escomptés au cours de l'année de planification et les budgets d'exploitation et d'immobilisations détaillés. Les plans d'entreprise sont analysés par des fonctionnaires du Ministère avant d'être approuvés par le Conseil du Trésor et le Ministère. Un résumé du plan d'entreprise est ensuite présenté au Parlement pour être examiné et approuvé. Les sociétés d'Etat sont également tenues de soumettre des états financiers annuels vérifiés.

Le tableau 2-8 donne une liste de ces sociétés d'Etat et de leurs buts et objectifs connexes.

**Tableau 2-8 : Sociétés d'Etat - buts/objectifs**

Sociétés d'Etat		Buts/Objectifs	
Société canadienne des ports:		Être un instrument d'aide efficace pour atteindre les objectifs du	
Société du port de Vancouver		Canada en matière d'échanges internationaux; favoriser la réalisation	
Société de Prince Rupert		des objectifs économiques et sociaux à l'échelle nationale, régionale	
Société du port de Montréal		et locale; traiter tous les usagers sur un pied d'égalité; et coordonner	
Société du port de Québec		leur développement avec d'autres activités maritimes ainsi qu'avec	
Société du port de Saint-Jean		les moyens de transport de surface et aériens.	
Société du port de Halifax			
Société du port de St. John's			
		Servir les gens qui voyagent au Canada en leur offrant des liaisons	
		ferroviaires voyageurs intérieures et touristiques sûres et efficaces qui	
		répondent aux besoins du marché.	
Société des chemins de fer nationaux du Canada		Répondre aux besoins du Canada en matière de transport et de	
		distribution en assurant le transport des marchandises de manière	
Administration de la voie maritime du Saint-Laurent		rapide, sûre et sans danger.	
		Construire, exploiter et entretenir une voie navigable à fort tirant	
		d'eau entre le port de Montréal et le lac Érie pour assurer le passage	
Ponts Jacques-Cartier et Champlain		Gérer, contrôler, exploiter et entretenir les ponts Jacques-Cartier et	
		Champlain, notamment une partie de l'autoroute Bonaventure à	
		Montréal (Qué.).	
Marine Atlantique S.C.C.		Acquérir, établir, gérer et exploiter un service de transport maritime;	
		un service d'entretien, de réparation et de carénage maritime; des	
		chantiers navals et toutes les prestations qui s'y rattachent.	

Les prévisions des sociétés d'Etat pour 1992-1993 se chiffrent à 592 939 000 \$. Ce montant représente une hausse de 27,2 millions de dollars par rapport au Budget des dépenses de 1992-1993 comme cela est expliqué à la page 2-3. Comme en témoignent les tableaux 2-7 et 2-9, les subventions versées par l'Etat aux sociétés d'Etat de Transports Canada ont diminué de façon appréciable depuis 1989-1990. Les crédits parlementaires pour 1993-1994 qui se chiffrent à 515 124 000 \$ révèlent une nouvelle baisse des paiements d'ensemble accordés aux sociétés d'Etat.



Le tableau 2-7 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Tableau 2-7: Dépenses nettes

(en milliers de dollars)		Budget des dépenses			
		1993-1994	1992-1993	1991-1992	1990-1991
		Réel	Réel	Réel	Réel

## Budgetaire

Dépenses de fonctionnement	9 153	8 770	8 552	8 606	7 899
Dépenses en capital	10 184	37 124	13 371	152	562
Subventions et contributions	271 472	153 839	145 186	163 996	178 556

## Paiements aux sociétés d'Etat

Marine Atlantique	132 393	134 858	127 233	143 947	265 467
VIA Rail	343 367	373 170	434 950	441 484	521 120
Chemins de fer nationaux	-	3	9	16	83

Société canadienne des ports*	600	12 250	83 574	20 008	32 053
Administration de la voie maritime	2 000	40 000	28 700	27 300	26 900

Ports Jacques-Cartier et Champlain*	36 764	32 658	26 376	27 934	13 948
Société du Saint-Laurent*	515 124	592 939	700 842	660 689	859 571

## Total des sociétés d'Etat

Total budgétaire	805 933	792 672	867 951	833 443	1 046 588
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## Non budgétaire

Société du port de Prince Rupert	-	-	-	-	17 260
Société canadienne des ports	-	20 000	30 000	-	-
Fonds de prêts interportuaire	-	20 000	30 000	-	-

## Total non budgétaire

Total non budgétaire	-	20 000	30 000	-	17 260
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## Equivalents temps plein

Equivalents temps plein	805 933	812 672	897 951	833 443	1 063 848
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\* Les sociétés d'Etat suivantes ont été transférées de la sous-activité Direction et coordination à la sous-activité Politiques des transports et aide financière:

la Société canadienne des ports; l'Administration de la voie maritime du Saint-Laurent, et les ports Jacques-Cartier et Champlain. De plus, l'article non budgétaire ayant trait au Fonds de prêts interportuaire de la Société canadienne des ports a été transféré de la sous-activité Direction et coordination à la sous-activité Politiques des transports et aide financière.

En 1993-1994, on s'attend à ce que les ressources de cette sous-activité soient distribuées comme suit: 63,9 p. cent aux sociétés d'Etat, 33,7 p. cent aux subventions et contributions à l'appui des objectifs de transport et 2,4 p. cent aux frais généraux administratifs, au contrôle et à la coordination de même qu'aux dépenses d'immobilisations pour de nouvelles installations de terminus de traversiers.

L'augmentation au chapitre des subventions et contributions en 1993-1994 est attribuable à l'initiative stratégique d'investissement en capital pour l'amélioration des routes (140 millions de dollars) annoncée dans l'Exposé économique de décembre 1992.

Au chapitre de la planification financière et de l'obligation de rendre des comptes, les sociétés d'Etat sont assujetties à des articles bien précis de la Loi sur la gestion des finances publiques. En vertu de cette loi, chaque société d'Etat est tenue de présenter chaque année un plan d'entreprise (chapitre F-1, partie X, 122). Ce plan d'entreprise énonce les buts ou objectifs de la société, les objectifs visés durant la période

Tableau 2-6 : Initiatives de recherche et de développement pour la période de planification

(1993-1995)

Applications à long terme de RD (par activité)		<ul style="list-style-type: none"><li>• Aviation</li><li>• Aéroports</li><li>• Sécurité (Administration du Ministère)</li><li>• Marine</li><li>• Surface</li></ul>
Initiatives		<ul style="list-style-type: none"><li>• Sécurité des vols</li><li>• Systèmes environnementaux</li><li>• Modèles de planification des opérations</li><li>• Sécurité maritime</li><li>• Performance des navires sur la glace</li><li>• Automatisation des navires</li><li>• Transport des marchandises dangereuses</li></ul>
RD sectorielle		<ul style="list-style-type: none"><li>• Consommation efficace/émissions</li><li>• Transport pétrole/gaz/charbon - émissions</li><li>• Sécurité des voyageurs</li><li>• Accès des véhicules/systèmes</li><li>• Communications/orientation/aides techniques</li><li>• Technologie des infrastructures</li><li>• Technologie des autocars interurbains</li><li>• Véhicules évolués/routes</li><li>• Technologie des transports urbains</li><li>• Evaluations technologiques (c.-à-d. sécurité, environnement)</li><li>• Evaluations technologiques (c.-à-d. transport dans l'Arctique)</li><li>• Evaluations technologiques (c.-à-d. liquides de dégivrage)</li><li>• Entente de développement économique et régional Canada-Québec (EDER)</li></ul>
RD exploratoire (technologie)		<ul style="list-style-type: none"><li>• Intelligence artificielle</li><li>• Micro-électronique</li><li>• Nouveaux matériaux</li><li>• Facteurs humains</li><li>• Biotechnologie</li></ul>
Initiatives		<ul style="list-style-type: none"><li>• Reconnaissance vocale</li><li>• Systèmes à base de connaissances/experts</li><li>• Circuits intégrés monolithiques</li><li>• Localisation/navigation/communication par satellite</li><li>• Applications aux transports</li><li>• Essais non destructeurs</li><li>• Interface ergonomie/fatigue/opérateur</li><li>• Dégénération des déchets/du pétrole</li></ul>

ATC : Association des transports du Canada  
ACTU : Association canadienne du transport urbain  
RAB : Conseil consultatif de recherche sur les chemins de fer  
IASC : Institut aéronautique et spatial du Canada

Le Centre de développement des transports (CDT), qui a son siège à Montréal, est le centre d'excellence de Transports Canada au chapitre des technologies et des innovations dans les transports et de développement. Structuré en cinq divisions de recherche, l'effectif d'ingénieurs, d'ergonomistes, de planificateurs et d'économistes du CDT est chargé de formuler, d'administrer et de rendre compte des projets qui concernent tous les moyens de transport et de toutes les étapes du cycle d'innovation depuis le stade de la conception jusqu'à la démonstration et à la mise en place. Ces projets sont confiés en sous-traitance à toute une variété d'entreprises, pour la plupart du secteur privé. Le CDT collabore de près avec le secteur des transports pour assurer l'utilisation la plus efficace des ressources de recherche et de développement ainsi que le transfert et le déploiement fructueux des résultats de son programme de recherche et de développement pour qu'il profite aux systèmes de transport de tout le pays.

L'orientation du Programme central de recherche et de développement est issue des priorités et des politiques fédérales et ministérielles connexes comme l'indique le document d'orientation générale de 1992. Les objectifs stratégiques actuellement visés par le Programme central de recherche et de développement sont :

- la sécurité et la sûreté du réseau de transport (notamment des secteurs éminemment prioritaires comme la sécurité des vols, la sécurité des véhicules automobiles, la sécurité maritime, la sécurité ferroviaire et la sûreté de l'aviation civile);
- la satisfaction des besoins du secteur des transports au moindre coût;
- l'efficacité des activités ministérielles et du réseau de transport (notamment les systèmes de la navigation aérienne, les facteurs humains et l'efficacité énergétique);
- la protection du milieu physique contre l'impact du réseau de transport (notamment les secteurs comme le transport des marchandises dangereuses, l'endiguement/nettoyage des déversements d'hydrocarbures et les émissions des véhicules automobiles);
- l'amélioration des services pour tous les Canadiens, notamment pour ceux qui sont atteints d'invalidité (secteur éminemment prioritaire de l'accessibilité des transports aux personnes âgées et handicapées).

La priorité absolue du Programme de recherche et de développement est le soutien des activités ministérielles (applications à long terme de la recherche et du développement) et les objectifs stratégiques (recherche et développement sectorielle). Il faut également tenir compte des activités qui ont trait à la surveillance et à l'évaluation des technologies (recherche et développement exploratoire) et au transfert de technologies lorsque les moyens et les limites de calendrier le permettent. Les initiatives ou les « gammes de produits » des activités et des projets de recherche et de développement pour la période de planification sont illustrées au tableau 2-6.

Suite à une évaluation de programme récente, le Ministère prépare actuellement un Plan stratégique de recherche et de développement dont l'élaboration sera complétée en 1993-1994.



Les activités de recherche et de développement comprennent également le programme de recherche et de développement concernant l'énergie, la composante de recherche et de développement du programme sur la Stratégie nationale d'intégration des personnes handicapées, les projets d'intelligence artificielle et des projets conjoints à coûts partagés bénéficiant de l'appui financier d'autres activités, de l'industrie ou des provinces. Des projets sont confiés à contrat à diverses organisations, la plupart du secteur privé, concernant tous les modes, réseaux et technologies de transport. Le programme de recherche et de développement vise à découvrir des innovations techniques qui permettront au Ministère de relever les défis de l'avenir tout en tenant compte des aspects politiques, de réglementation et opérationnels.

et de rendre équitables et accessibles les services de transport.

de Transports Canada, d'augmenter la productivité et la compétitivité du secteur des transports au Canada, la sous-activité sont d'augmenter la sûreté et la sécurité du transport, d'améliorer l'efficacité des activités besoins d'innovations techniques du Ministère et du secteur des transports. Les objectifs stratégiques de Dans le domaine de la recherche et du développement, le Ministère s'efforce de répondre aux

(en milliers de dollars)					
Budget des dépenses					
1993-1994					
1992-1993					
Prévu					
1991-1992					
Réel					
1990-1991					
Réel					
1989-1990					
16 977	17 974	14 877	13 300	15 525	13 337
98	-	-	412	293	460
1 191	915	-	-	-	15 337
18 266	18 889	15 337	13 742	15 818	18 889
52	46	45	45	45	52

Tableau 2-5: Dépenses nettes

Le tableau 2-5 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

Recherche et développement

En novembre 1992, un projet de loi et de règlement a été présenté sur la consommation de drogues et d'alcool dans les transports à l'issue de deux séries de consultations officielles avec des intervenants de chaque mode de transport. En 1993-1994, on s'emploiera à mettre en oeuvre le programme d'exposés sur la non-consommation de substances intoxicantes dans un système de transport sans danger, notamment des programmes d'instruction à l'attention des personnes qui occupent des postes sensibles sur le plan de la sécurité ainsi que des programmes de formation pour les superviseurs.

La recherche économique permet d'évaluer d'autres politiques de échange relatives aux systèmes de transport à court et à long terme.

De plus, l'analyse quantitative vient à l'appui du processus de résolution des questions stratégiques actuelles.

Les activités effectuées comprennent la cueillette de données, la gestion de banques de données spécialisées, pour tous les modes de transport, et la prestation des prévisions sur la circulation. Les données et les prévisions sont utilisées dans l'analyse des décisions portant sur les investissements en capital, dans la préparation des budgets et la planification des services tels que le recrutement et la formation des contrôleurs de la circulation aérienne et la planification des mesures de protection du milieu marin.

## Données sur le rendement et justification des ressources

### Liens entre les résultats et les ressources de l'Activité

Les résultats de programme suivants comptent pour la plupart des ressources humaines et financières consacrées à l'Activité. On trouve sous les rubriques des sous-activités suivantes des mesures qui évaluent le degré de réussite. Les résultats prévus de l'application des ressources de l'activité Politiques et coordination comprennent:

- l'élaboration opportune des plans généraux, de la politique et de la législation;

- l'aide financière opportune qui permet d'apporter des améliorations de productivité dans le secteur du transport, et

- le financement bien contrôlé et géré des services de transport de voyageurs par chemin de fer, de transport du grain, de transport côtier et par traversier, des systèmes de développement économiquement, de la sécurité routière et de l'efficacité du trafic et la sélection d'autres intérêts reliés au transport.

Les principales variables qui touchent les ressources attribuées à l'Activité, les résultats attendus ou les deux comprennent:

- le paiement à temps des subventions et contributions qui dépendent de l'observation par le bénéficiaire des conditions prescrites, et
- les directives des ministres.

### Politiques et analyses stratégiques

Le tableau 2-4 montre l'utilisation, sur cinq ans, des ressources humaines et financières de cette sous-activité.

**Tableau 2-4: Dépenses nettes**

(en milliers de dollars)				
Budget des dépenses				
	1993-1994	Prévu	Réel	Réel
	1992-1993	1991-1992	1990-1991	1989-1990
Dépenses de fonctionnement	6 367	6 018	6 952	7 659
Dépenses en capital	-	-	-	-
Subventions et contributions	-	-	-	-
Équivalents temps plein	6 367	6 018	6 952	7 659
	51	51	51	53
	9 460	9 460	9 460	9 460
	57	57	57	57

Les ressources consacrées à cette sous-activité visent l'identification et l'analyse des points d'intérêt à court et à long terme au chapitre des transports, afin de recommander et de mettre en œuvre des options économiques indispensables à une orientation ministérielle sûre, aux activités de planification des installations et au processus décisionnel affectant les ressources.



Subventions et contributions:

- diminution des dépenses reliées aux ententes de développement économique et régional - EDER (19,2 millions de dollars), en raison de retards de lancement, aux services de traversiers et de cabotage (1,1 million de dollars), à la location de wagons-trémiés (1,6 million de dollars), au programme d'amélioration des routes du Nouveau-Brunswick (3,5 millions de dollars), à l'Autoroute 13 - Mirabel/Dorval (1,5 million de dollars), en plus d'autres contributions diverses (1,2 million de dollars), compensées par une augmentation des dépenses reliées à l'accord avec Terre-Neuve sur la route transcanadienne (1,0 million de dollars), à l'accord de développement coopératif de l'Île-du-Prince-Édouard (1,2 million de dollars), au programme d'amélioration des routes de la Nouvelle-Écosse (3,1 millions de dollars), et à d'autres contributions diverses (2,0 millions de dollars).
- (20,8)

Sociétés d'État

- **Marine Atlantique S.C.C.:** baisse attribuable à la diminution des charges et à l'efficacité des opérations.
- (17,3)

- **VIA Rail:** hausse attribuable essentiellement aux ajustements techniques résultant des modifications apportées à la politique de comptes à payer à la fin de l'exercice (CAPAFE).
- 23,0

- **Société canadienne des ports:** hausse attribuable à l'achat d'actions de Ridley Terminal Inc. (58,4 millions de dollars), en partie neutralisée par une baisse résultant essentiellement des retards intervenus dans la construction du quai ferroviaire et du pont de transbordement à Sept-Îles (7,2 millions de dollars).
  - **Ponts Jacques-Cartier et Champlain:** baisse attribuable à des retards intervenus dans la réfection du tablier du pont Champlain et résultant de difficultés techniques.
- (9,2)

Non budgétaire

- augmentation reliée au paiement versé à la Société canadienne des ports pour le Fonds de prêts interportuaire.
- 30,0

Équivalents temps plein

- diminution découlant des programmes de restrictions budgétaires du gouvernement.
- (9 ETP)

Tableau 2-3: Résultats financiers de 1991-1992

(en milliers de dollars)

	Réel	Budget des dépenses	Différence
	\$	ÉTP	\$
	ÉTP	ÉTP	ÉTP
<b>Budgétaire</b>			
Politiques et analyses stratégiques	6 952	51	6 860
Recherche et développement	15 337	45	17 042
Politiques des transports et aide financière	867 951	85	829 919
Direction et coordination	19 941	125	17 319
	910 181	306	871 140
		315	39 041
			(9)
<b>Non budgétaire</b>			
Fonds de prêts interportuaire de la Société	30 000	-	30 000
canadienne des ports			
	940 181	871 140	69 041
Recettes portées au Trésor	112 224	439	111 785

**Explication de la différence:** Les besoins financiers réels ont été de 69,0 millions de dollars ou de 7,9 % supérieurs à ceux prévus dans le Budget des dépenses de 1991-1992. En voici les causes principales:

**Budgétaire**  
En millions de dollars

**Dépenses de fonctionnement:**

- diminution des dépenses reliées aux autres frais de fonctionnement (4,1 millions de dollars), compensée par une augmentation au chapitre des traitements et salaires (0,2 million de dollars).
- augmentation attribuable à la remise de dette accordée à la Société des transports du Nord Limitée (STNL), ex-société d'Etat qui a été privatisée depuis.

4,0

**Dépenses en capital:**

- augmentation des dépenses en capital en ce qui a trait aux installations de terminus de traversiers et au remplacement d'un navire.

12,0

En millions  
de dollars

Sociétés d'État	
●	Administration de la voie maritime du Saint-Laurent: hausse attribuable au projet de réfection du pont de Valleyfield.
11,0	
●	Société canadienne des ports: hausse au titre du projet Alouette au port de Sept-Îles.
10,5	
●	VIA Rail: hausse au titre de la desserte des régions éloignées.
11,3	
●	Marine Atlantique S.C.C.: diminution des dépenses reliées aux services maritimes convenue entre Transports Canada et Marine Atlantique.
(5,6)	
Équivalents temps plein	
●	diminution des besoins résultant des programmes de restrictions budgétaires du gouvernement.
(11 ETP)	

Tableau 2-2: Dépenses et recettes prévues de l'Activité pour 1993-1994

(en milliers de dollars)	
Dépenses	
Besoins en ressources	
Fonctionnement	Capital
Subventions et contributions	Sociétés d'État
Budgétaire	
Politiques et analyses stratégiques	6 367
Recherche et développement	15 525
Politiques des transports	9 153
et aide financière	12 097
Direction et coordination	10 184
	142
	8 932
	271 472
	280 697
	10 326
	43 142
	849 289

En millions  
de dollars

4,1

● **Ponts Jacques-Cartier et Champlain:** augmentation découlant de l'Exposé économique de décembre 1992 (6,7 millions de dollars), compensée par une diminution des dépenses pour les programmes d'entretien qui varient d'année en année (2,6 millions de dollars).

(2,4)

● **Marine Atlantique:** diminution découlant de l'Exposé économique de décembre 1992 (3,5 millions de dollars), compensée par une augmentation reliée à des éléments divers (1,1 million de dollars).

#### Non budgétaire

(20,0)

● diminution relative à la Société canadienne des ports pour le Fonds de prêts interportuaire.

**Explication des prévisions pour 1992-1993:** Les prévisions pour 1992-1993 dépassent de 31,9 millions de dollars ou de 3,9 % le montant de 820,8 millions de dollars indiqué dans le Budget des dépenses de 1992-1993. Les principales causes de cette différence sont les suivantes:

#### Budgétaire

En millions  
de dollars

#### Dépenses de fonctionnement:

(5,6)

● baisse attribuable aux programmes de restrictions du gouvernement (5,4 millions de dollars) et réduction du Programme national de recherche sur la fusion thermonucléaire contrôlée (0,2 million de dollars).

#### Dépenses en capital:

(1,9)

● diminution des dépenses attribuable à de nouvelles installations de terminus de traversiers et au remplacement d'un navire.

#### Subventions et contributions:

● augmentation des dépenses reliées aux ententes de développement

économique et régional - EDER (8,5 millions de dollars), aux routes régionales de Terre-Neuve (1,0 million de dollars), à l'accord de Neuve sur la route transcanadienne (1,0 million de dollars), à l'accord de développement coopératif de l'Île-du-Prince-Édouard (0,7 million de dollars), au programme d'amélioration des routes du Nouveau-Brunswick (0,9 million de dollars), aux études sur le train à grande vitesse (1,1 million de dollars), à l'institut canadien de recherche sur le camionnage (1,1 million de dollars), aux coopératives propriétaires/opérateurs (2,0 millions de dollars), en plus d'autres petites contributions (1,1 million de dollars), compensée par une diminution des dépenses reliées à la Stratégie nationale d'intégration des personnes handicapées (1,0 million de dollars), au programme d'amélioration des routes de la Nouvelle-Écosse (1,8 million de dollars), aux services de traversiers et de cabotage (0,8 million de dollars), en plus d'autres contributions (1,6 million de dollars).

12,2

**Explication de la différence:** Les besoins financiers pour 1993-1994 sont inférieurs de 3,4 millions de dollars, ou de 0,1 %, au montant prévu pour 1992-1993. Cette diminution est attribuable aux facteurs suivants:

**Budgétaire**  
En millions de dollars

**Dépenses de fonctionnement:**

- hausse attribuable à une réaffectation des ressources afin de neutraliser des coupures antérieures qui visaient à éponger le déficit du Ministère en matière de recettes. 3,1

**Dépenses en capital:**

- réduction des dépenses pour de nouvelles installations de terminus de traversiers. (27,0)

**Subventions et contributions:**

- augmentation attribuable à l'initiative stratégique d'investissement en capital annoncée dans l'Exposé économique de décembre 1992 et ayant trait à des projets d'amélioration des routes (140 millions de dollars), à la Stratégie nationale d'intégration des personnes handicapées (1,3 million de dollars), aux services de traversiers et de cabotage (4,1 millions de dollars), en plus de légères augmentations dans des contributions diverses (1,3 million de dollars), compensée par une diminution des dépenses en ce qui a trait aux programmes d'amélioration des routes (5,9 millions de dollars), au code national de sécurité des transporteurs routiers commerciaux (2,6 millions de dollars), aux ententes de développement économique et régional - EDER (12,4 millions de dollars), aux services de traversiers et services côtiers de passagers et de fret de la Colombie-Britannique (1,2 million de dollars), à l'accord avec Terre-Neuve sur la route transcanadienne (1,0 million de dollars), à la location de wagon-trémiés (1,9 million de dollars), en plus de légères diminutions dans des contributions diverses (3,4 millions de dollars).

**Sociétés d'Etat:**

- **VIA Rail:** diminution découlant de l'exclusion de financement pour les services dans les régions éloignées (16,3 millions de dollars), d'une diminution des dépenses en immobilisations (6,0 millions de dollars) et de la réduction découlant de l'Exposé économique de décembre 1992 (7,5 millions de dollars). (29,8)

- **Société canadienne des ports:** diminution résultant de l'achèvement du projet de construction au port de Sept-Îles. (11,7)

- **Administration de la voie maritime du Saint-Laurent:** diminution découlant de l'achèvement du programme d'entretien accru pour le canal Welland (29,0 millions de dollars), et des dépenses d'entretien importantes du pont de Valleyfield (9,0 millions de dollars). (38,0)



A. Politiques et coordination

Objectif

Elaborer, recommander et coordonner les programmes et politiques non opérationnels et multimodaux qui permettent au Ministère d'atteindre ses objectifs et fournir les données, les prévisions, les recherches et les services connexes à la direction. Fournir des services de secrétariat aux Ministres et au Sous-ministre.

Description

L'activité Politiques et coordination est chargée des fonctions suivantes : élaborer et coordonner la politique sur les transports, ce qui comprend les modes de transport maritime, aérien et de surface. Les sociétés d'Etat bénéficient d'une aide financière et d'une analyse de leur politique. Cette Activité procède aussi à des paiements de transfert pour le financement de diverses initiatives de transport comme les ententes de développement économique et régional (EDER), les programmes de construction routière et les entreprises de traversiers privées et provinciales.

On dénombre quatre sous-activités : Politiques et analyses stratégiques, Recherche et développement, Politiques des transports et aide financière et enfin Direction et coordination. Les bureaux régionaux sont situés à St. John's, Moncton, Montréal, Toronto, Winnipeg, Edmonton et Vancouver.

Sommaires des ressources

Cette activité représente environ 40,3 % du total des dépenses nettes de 1993-1994 du Ministère et 1,6 % du total des ressources humaines.

Tableau 2-1: Besoins nets en ressources de l'Activité

(en milliers de dollars)					
Budget des dépenses					
1993-1994					
ÉTP*					
\$					
Prévu					
1992-1993					
ÉTP					
\$					
Différence					
ÉTP					
<b>Budgétaire</b>					
Politiques et analyses stratégiques	6 367	51	6 018	51	349
Recherche et développement	15 818	45	13 742	45	2 076
Politiques des transports et aide financière	805 933	89	792 672	89	13 261
Direction et coordination	21 171	126	20 269	126	902
<b>Non budgétaire</b>					
Fonds de prêts interportuaire de la Société	-		20 000		(20 000)
canadienne des ports					
Recettes portées au Trésor	118 582		112 224		6 358
	849 289		852 701		(3 412)

\* L'expression "équivalents temps plein" (ÉTP) désigne la mesure de l'utilisation des ressources humaines sous le régime des budgets de fonctionnement, qui prévoit le retrait des contrôles du Conseil du Trésor sur l'utilisation des ressources humaines. L'ÉTP indique le nombre d'heures de travail fournies par l'employé chaque semaine à l'aide du coefficient des heures de travail désignées, divisées par les heures de travail régulières.



Le Ministère a terminé deux autres études préparatoires sur les opérations internationales et la stratégie nationale pour l'intégration des personnes handicapées, qui ont fait ressortir des questions en matière d'évaluation qui pourraient être étudiées dans les prochaines années.

Des études sur les opérations de recherche et sauvetage maritimes, les aides à la navigation maritime et la navigation de plaisance, et le transport des marchandises dangereuses sont également en cours. De plus, d'autres études préparatoires sont en cours: deux dans le domaine des risques et de la sécurité des transports (l'élaboration d'indicateurs de sécurité du transport et l'évaluation de la perception qu'a le public de la sécurité) et une sur les communications internes.

Transports Canada vise à évaluer ses programmes en fonction d'un cycle de 5 à 7 ans. En plus des évaluations de programme, le Ministère effectue aussi des études thématiques ou horizontales dans des domaines qui sont importants pour tous les programmes. Les plans d'évaluation et les annexes tiennent compte des objectifs et des priorités stratégiques du Ministère, des préoccupations du Sous-ministre et du Comité de la haute direction en matière de gestion, des initiatives associées au renouvellement de Transports Canada, des besoins des organismes centraux, des résultats des vérifications du vérificateur général ainsi que des plans et résultats des vérifications et des évaluations antérieures.

1. Résultats de l'évaluation

Programme central de recherche et de développement (R et D)

D'après cette étude, il est clair que les activités de recherche et de développement répondent à un besoin, mais les ressources doivent être canalisées dans les domaines prioritaires. L'étude a aussi permis de déterminer que le programme a eu des répercussions positives et que les utilisateurs doivent intervenir dès le début d'un projet jusqu'à son achèvement. Cependant le niveau de satisfaction des clients varie en ce terme dans le cadre de l'élaboration d'un plan stratégique de R et D pour toutes les activités de R et D ministérielles, qu'elles soient centrales ou modales. Par suite de cette étude, le Ministère élabore actuellement un plan stratégique en matière de R et D. Voir p. 2-8 pour les priorités de R&D au sein du Ministère.

Communications externes

Dans cette phase initiale, les ressources consacrées aux communications externes ont été quantifiées (environ 625 ETP et 15,3 millions de dollars par année) et des suggestions ont été présentées en vue d'améliorer le processus de planification des communications externes du Ministère. Un rapport a aussi été préparé sur les leçons tirées d'une étude approfondie sur les travaux de communication visant les changements d'attitude et de comportement et les communications comportant des risques. Dans la phase II, des études de cas serviront à évaluer l'efficacité de certains efforts de communication du Ministère.

Examen à long terme de la navigation aérienne

Le Ministère a terminé une étude complète qui contient les renseignements nécessaires pour amener le Système de navigation aérienne (SNA) de Transports Canada à répondre à la demande à l'avenir. Un rapport publié l'été dernier décrit une vision de l'aviation en 2015 (d'après une solution qui prévoit des satellites et est harmonisée avec le futur système de navigation aérienne de l'Organisation de l'aviation civile internationale (OACI)) et un plan de transition stratégique pour y arriver.

2. Études préparatoires et initiatives actuelles

Une étude préparatoire de Transports Canada et de la Gendarmerie royale canadienne (GRC) sur la sécurité à Transports Canada et le programme de la police des aéroports de la GRC a conduit à une vérification/évaluation qui est actuellement en cours.

Une étude préparatoire sur un programme d'immobilisations a donné lieu à une étude d'évaluation sur les répercussions ou les conséquences des restrictions financières sur le programme.

Une étude préparatoire de la sécurité ferroviaire a entraîné la tenue de deux études d'évaluation: une portant sur la nécessité du programme d'amélioration des passages à niveau et l'autre sur la Direction générale de la sécurité ferroviaire. Ces études sont en cours.

ont été adoptées. Elles comportent, entre autres, des changements permettant l'installation d'appareils de réglage pour phares sur tous les véhicules. Les normes visant à accroître la protection des occupants des véhicules automobiles sont en train d'être mises au point et une réunion publique visant à aborder d'autres améliorations dans ce domaine se tient actuellement. L'utilisation et la mauvaise utilisation des dispositifs de retenue par les enfants font l'objet d'une étude de l'Ontario. Selon les résultats préliminaires, les dispositifs de retenue sont souvent utilisés incorrectement ou laissés de côté quand il s'agit des enfants. L'étude examine aussi l'attitude des parents et d'autres facteurs pouvant prédire l'utilisation ou la non-utilisation des ensembles de retenue d'enfant. Les normes susmentionnées seront surveillées dans le cadre des activités habituelles de la Sécurité routière et de la réglementation automobile.

**Sécurité ferroviaire:** Des progrès ont été réalisés relativement à la mise au point des règles sur la sécurité des wagons, des règles sur les clôtures et du règlement sur les intrusions sur les propriétés ferroviaires. De nouvelles règles sur la sécurité des voies établissant des normes minimales de sécurité et de fréquence d'inspection ont été adoptées. Un manuel portant sur la construction, en toute sécurité, des franchissements routiers et ferroviaires a été préparé en consultation avec l'industrie ferroviaire et les administrations routières. Un programme a été mis en oeuvre pour garantir que les questions environnementales entrent en ligne de compte au moment de la prise de décisions concernant de nouveaux projets d'ingénierie. Chacune de ces initiatives sera contrôlée par l'entremise des activités normales de la Sécurité ferroviaire.



La *Federal Aviation Administration* (FAA) des États-Unis et la JAA harmonisent leurs règlements et leurs normes. Dans le cadre des négociations bilatérales sur le transport aérien, l'activité Aviation de Transports Canada et la FAA ont relevé des différences entre les règlements de sécurité. Ils ont ensuite évalué les repercussions de ces différences et discuté des possibilités d'harmonisation. Ces initiatives ont fait ressortir le besoin d'établir des conditions «égales pour tous» en ce qui a trait à la réglementation.

La participation de l'activité Aviation au comité consultatif sur la réglementation aérienne de la *Federal Aviation Administration* témoigne de l'engagement de Transports Canada pour ce qui est de l'harmonisation à l'échelle internationale. Notre engagement est d'ailleurs remarquable dans le domaine de la navigabilité aérienne, grâce à notre participation au groupe de travail sur les procédures de certification internationale et nos travaux sur les règles relatives aux techniciens d'entretien d'aéronef.

**Plan de la flotte opérationnelle (Services des aéronefs) :** Amorcé en 1989, ce plan se poursuivra pendant une période de sept à dix ans. Il a permis de corriger les nombreuses lacunes graves de la flotte d'aéronefs vieillissants du Ministère et d'améliorer le programme de formation des inspecteurs de vol. Le coût total des travaux est évalué à 132 millions de dollars. À ce jour, les projets suivants ont été réalisés: le transfert de trois hélicoptères Bell 206 de la Garde côtière canadienne - février 1989; l'achat de deux Twin Otters - mars 1989; l'allégation de trois DC-3 -automne 1990; la construction d'un nouveau centre de technologie de formation de vol - février 1991; la modernisation partielle du simulateur King Air - mars 1991; l'achat de neuf aéronefs Turbojet - juin 1992. Un contrat a été adjugé à CAE (septembre 1992) pour l'achat d'un simulateur Turbojet de phase II. La livraison est prévue pour l'été 1993. La phase de remplacement du turbopropulseur, qui comprend l'acquisition de 17 aéronefs King Air C-90, la modernisation complète du simulateur King Air, ainsi que l'acquisition de l'hélicoptère biturbine IFR, débutera au cours des prochaines années.

Les deux initiatives suivantes sont terminées et entièrement intégrées aux activités régulières:

**Sécurité aérienne :** L'aperçu stratégique de novembre 1990 prévoyait la création d'un service de Sécurité du système dont le mandat serait de cerner les dangers, d'en aviser les autorités responsables et de prendre des mesures correctives. Grâce à de nouveaux procédés, les renseignements urgents concernant la sécurité sont transmis plus rapidement à la haute direction.

**Réglementation :** Les normes de navigabilité révisées élaborées en réponse aux recommandations de la Commission Dublin ont été mises en œuvre et continueront d'accroître l'efficacité du programme de réglementation.

## Aéroports

**Sûreté :** Des exercices d'urgence complets sous surveillance, une initiative permanente de sécurité, sont tenus régulièrement pour assurer que les aéroports sont prêts à faire face à plusieurs types de catastrophes ou de situations de crise. Des exercices réguliers de sûreté sont également tenus pour assurer que les aéroports sont en mesure de répondre à des incidents comme les actes de piraterie, les alertes à la bombe ou le sabotage. Les aéroports qui ont été cédés devront également tenir ces exercices et le directeur général de la Sécurité et de la planification d'urgence sera chargé d'assurer que les administrations aéroportuaires locales se conforment aux règlements. Cette initiative fait partie des opérations normales et il en sera rendu compte dorénavant à la section II.

## Surface

**Sécurité routière et réglementation automobile :** En 1991-1992, nous avons mis la dernière main aux normes visant à accroître la sécurité des autobus scolaires. Ces normes prévoient l'installation de sièges faisant face vers l'arrière dans les autobus scolaires et assouplissent les exigences concernant les sorties de secours arrière. De plus, des normes ayant pour but d'améliorer les systèmes d'éclairage des véhicules

l'exécution du programme dans les périodes de pointe; l'application des niveaux de service et la gestion de l'inventaire. Les initiatives déjà signalées pour prolonger la durée pendant laquelle les aides peuvent demeurer en place sans entretien important, c'est-à-dire l'application de peintures très résistantes et la conversion à l'énergie solaire, ont été élargies pour inclure la sélection des systèmes d'amarrage longue durée et l'élaboration de feux de plus longue durée. D'ici mars 1994, avec l'adoption de nouvelles technologies, comme l'énergie solaire, quelque 600 aides installées en permanence auront été converties pour fonctionner à l'énergie solaire plutôt qu'aux piles.

**Plan de restructuring de la flotte:** Les composantes essentielles du plan prévoient le redéploiement entre les Régions de 10 navires (il en reste 2); le retrait de 10 navires du service actif (il en reste 4); la conversion de 12 autres au système d'accumulation des jours de relâche pour une plus grande efficacité, un meilleur état de préparation et de plus grandes capacités de polyvalence (achevé). L'achèvement du plan est prévu pour 1994 avec une économie de 186 équivalents temps plein et de 470 millions de dollars en capital.

**Langues officielles:** Suite à l'adoption d'un règlement exigeant la prestation de Services de trafic maritime bilingues à Saint John et dans les stations radio de la Garde côtière canadienne à Cardinal, Sydney et Stephenville, des employés nommés pour une période déterminée en remplacement du personnel régulier ont été embauchés et formés. La formation linguistique en français des membres du personnel régulier a commencé afin de respecter la date de mise en œuvre de 1994 exigée par le règlement. L'élaboration d'un programme de formation bilingue spécialisée en recherche et sauvetage a été entreprise de façon à ce que le personnel de la Garde côtière canadienne qui assure les services de recherche et sauvetage ait les compétences supplémentaires nécessaires. Les coûts prévus du programme sont de 128 équivalents temps plein et de 8,4 millions de dollars sur trois ans.

**Bureau de la sécurité des transports (BST):** Depuis la création le 29 mars 1990 d'un bureau d'enquête multimodal sur les accidents de transports, la Garde côtière canadienne est maintenant tenue de répondre aux recommandations de ce bureau dans les 90 jours. Afin d'examiner, mettre au défi et préparer les réponses, en plus d'effectuer la recherche et l'analyse indépendantes et de cerner les risques et les manquements possibles à la sécurité, un nouveau groupe organisationnel est en voie d'être établi au sein de la Garde côtière canadienne. Les exigences actuelles équivalent à huit équivalents temps plein et 0,5 million de dollars.

**Recherche et sauvetage (embarcations de type 500):** Deux vedettes intermédiaires de sauvetage de type 500 ont été construites et sont en service pour les opérations de recherche et sauvetage dans la région de l'Ouest. Le *NGCC Gordon Reid*, accepté le 12 décembre 1990 et le *NGCC John Jacobson*, accepté le 25 juillet 1991, ont coûté 43,3 millions de dollars. Cette initiative est maintenant achevée.

## Aviation

**Système de navigation aérienne/Plan de contrôle de la circulation aérienne:** Un plan complet de formation et de dotation a été élaboré et est mis en œuvre pour remédier à la pénurie de contrôleurs de la circulation aérienne. Depuis 1991-1992, le Ministère redouble d'efforts sur le plan du recrutement, de la sélection et de la formation afin d'atteindre la cible visée de juin 1994. La modernisation de l'équipement de formation par l'adoption des simulateurs du système intégré de contrôle des télécommunications (ICSS) qui se fera en 1992-1993 et 1993-1994 devrait accroître le taux de réussite du cours élémentaire en contrôle de la circulation aérienne. De plus, un programme amélioré d'exposés sur le stress causé par les incidents critiques est mis sur pied pour contribuer à conserver les employés.

**Accords réciproques/harmonisation:** L'harmonisation des règlements concernant l'aviation avec ceux d'autres gouvernements est l'une des priorités opérationnelles de Transports Canada et découle principalement de la nécessité d'assurer que l'industrie canadienne du transport aérien conserve sa compétitivité. C'est une initiative importante dans le contexte de l'entreprise des autorités conjointes de l'aviation (JAA) en Europe pour élaborer des exigences communes, dans les secteurs de la navigabilité, de l'entretien des aéronefs et des normes d'exploitation.

### 3. État des initiatives annoncées antérieurement

On trouvera ci-dessous les mises à jour sur les principales initiatives dont il est rendu compte dans les plans de dépenses précédents.

#### Politiques et coordination

**Consommation d'alcool et de drogues:** Un projet de loi et de règlement ont été achevés en novembre 1992 à la suite de deux séries de consultations officielles auprès des groupes d'intérêts de chacun des modes. À la suite de la sanction royale de la loi, des efforts seront consacrés à mettre en œuvre la politique qui comporte un programme de prévention, d'éducation et d'aide à l'intention de tous les employés occupant des postes liés à la sécurité dans le secteur des transports de compétence fédérale.

**Transport du grain de l'Ouest:** Les consultations liées à l'examen de la Loi sur le transport du grain de l'Ouest, notamment sur la méthode de paiement et l'efficacité dans le transport du grain, se sont poursuivies pendant la dernière année, de concert avec Agriculture Canada et coïncidant avec l'examen de la politique agro-alimentaire. Transports Canada a participé à des groupes de travail visant à examiner huit questions particulières choisies par les ministres, comme "l'égalité entre les divers modes de transport" ou "l'efficacité". Des décisions sont attendues en 1993 et seront mises en œuvre dans le cadre des activités régulières de Politiques et coordination.

**Groupe de travail ministériel sur les questions intéressant l'industrie du camionnage:** Ce groupe de travail, mis sur pied en 1991, a été à l'origine de l'annonce faite sept mois plus tard d'une formule d'aide au camionnage de un million de dollars. Dans le cadre de cette aide, l'industrie a bénéficié d'une exonération provisoire de la taxe sur le carburant, un ajustement était apporté au taux de dépréciation pour les camions lourds, et des fonds du gouvernement fédéral étaient offerts pour un institut de recherche sur le camionnage et une coopérative d'acheteurs pour les propriétaires exploitants (p. 3-31). La formule d'exonération provisoire marquait la fin du processus du groupe de travail.

**Négociations bilatérales entre le Canada et les États-Unis:** Neuf séries de négociations ont été tenues au cours de la dernière année. Plusieurs autres séries sont prévues, l'objectif étant de conclure un accord intégrant un régime transfrontalier ouvert mais comprenant les principes de mise en vigueur progressive et de dispositifs de protection, d'ici la fin de l'année. Les propositions ont été déposées traitant des principales questions comme l'accès aux aéroports, les services réguliers de transport de passagers, les services affrétés, les services de transport de fret, le règlement des différends, l'examen bilatéral et l'harmonisation des normes techniques et des normes de sécurité. Les vastes consultations amorcées en 1991 auprès des groupes d'intérêts se poursuivent.

**Stratégie nationale pour l'intégration des personnes handicapées:** En 1993-1994, la deuxième année de l'initiative quinquennale de 24,6 millions de dollars pour réaliser la pleine intégration dans la société des personnes handicapées sera mise en œuvre. Cette intégration a une influence positive sur plusieurs programmes comme l'Aide au transport de surface aux aéroports. En 1992-1993, Transports Canada a apporté une modification à la Loi sur les transports nationaux pour élargir l'énoncé de politique afin d'inclure le transport accessible pour les voyageurs handicapés. Un examen complet de la loi sera fait en 1993-1994.

#### Garde côtière canadienne

**Amélioration de l'efficacité des opérations - Aides à la navigation:** Dans le cadre de l'activité Garde côtière canadienne, on s'efforce d'accroître l'efficacité opérationnelle dans le secteur des aides à la navigation. À cette fin, une étude interne de grande envergure (le Plan stratégique des aides de courte portée) a été lancée pour examiner tous les aspects du fonctionnement des aides de courte portée. L'étude comprend la recherche d'initiatives de réduction des coûts comme des solutions de rechange aux pratiques actuelles pour l'entretien préventif et correctif des aides fixes; l'application de la nouvelle technologie;



**Harmonisation:** Les démarches se poursuivent en vue de l'harmonisation des règlements avec ceux d'autres pays. La modification de la Loi sur la sécurité des véhicules automobiles prévue pour l'automne 1993 comprendra un processus réglementaire qui est plus adapté aux besoins de l'industrie et du marché en plus de faciliter une plus grande harmonie entre les normes américaines et celles du Canada. Le 23 juin 1992, la modification de la Loi sur le transport des marchandises dangereuses a donné lieu à la rédaction d'un règlement pour répondre aux questions de réciprocité découlant de l'Accord de libre-échange Nord-américain.

**Importation des véhicules automobiles d'occasion:** L'élaboration d'un programme est en cours. Une étude a été entreprise pour déterminer la faisabilité de mettre sur pied un programme d'inspection et d'agrément qui serait confié par contrat au secteur privé. La mise en oeuvre du programme, si celui-ci se révèle faisable, est conditionnelle à l'adoption du projet de loi S-8 (attendue pour l'automne 1993). Un règlement a été introduit pour permettre l'entrée au Canada des véhicules automobiles d'occasion, dans l'esprit de l'Accord de libre-échange entre le Canada et les États-Unis. Un autre règlement est attendu portant sur le contrôle de l'importation des véhicules automobiles d'occasion prévoyant un programme de conversion des véhicules américains aux normes canadiennes.

## Administration du Ministère

**Technologie de formation:** L'utilisation accrue de la technologie dans la formation est manifeste, principalement en ce qui a trait au contrôle de la circulation aérienne. Des contrats ont été adjugés pour le Simulateur du système intégré de contrôle des communications (ICSS) en 1992-1993, le remplacement prévu du simulateur de tour de contrôle de la circulation aérienne (7,1 millions de dollars), l'effichage de l'information à usages multiples et l'initiative de formation informatisée introduite en 1991-1992. Tous ces contrats saut celui de l'ICSS devraient être achevés en 1993-1994. Un recours accru à la technologie pour la formation est également constaté en marine. Le simulateur radar de la marine du Collège de la Garde côtière canadienne sera remplacé en 1993-1994 au coût de 3,7 millions de dollars.

**Mise en commun des véhicules automobiles:** Le Projet de mise en commun des véhicules automobiles consiste dans l'examen des pratiques actuelles de gestion du parc afin de déterminer les façons les plus efficaces et les plus efficaces de gérer le parc des véhicules automobiles. Ce projet devrait être achevé à l'échelle nationale d'ici 1994.

**Plan général d'évaluation des emplois:** Le Plan général d'évaluation des emplois est une initiative du Groupe de travail de la simplification de la classification de FP 2000 visant à améliorer la classification et réduire les coûts. L'objectif du Plan est de classer et de mesurer tous les postes au sein de Transports Canada en un plus petit nombre de groupes professionnels et de niveaux. Le premier groupe professionnel à être mis en vigueur sera celui de l'Administration générale (GE) qui regroupera environ 9 000 postes. La préparation des postes a commencé à l'automne 1992 et la conversion s'effectuera au cours de la dernière moitié de 1994 ou au début de 1995. Les autres postes du Ministère vont être classés dans l'un des 22 autres groupes professionnels. Le calendrier de conversion de ces postes s'étend de 1995 à 1997.

préoccupations environnementales. Un appel de propositions a également été lancé à l'intention du secteur privé, pour le financement, la construction et l'exploitation d'installations centralisées de formation à la lutte contre l'incendie aux aéroports.

**Alléiation des terres excédentaires:** En réponse au budget de février 1992, dans lequel le gouvernement faisait savoir son intention d'aliéner les terres excédentaires, on a entrepris d'élaborer une stratégie d'alléiation pour la vente des terres de Pickering, Ontario. On s'attend à ce que la vente des 2 064 hectares soit échelonnée sur cinq ans.

## Surface

**Centre d'essai pour véhicules automobiles:** Par suite du budget de février 1992, une étude a été entreprise afin de déterminer la faisabilité de privatiser le Centre d'essai pour véhicules automobiles, et le gouvernement devrait prendre une décision en 1993-1994.

**Environnement - Loi sur le transport des marchandises dangereuses:** Une nouvelle Loi sur le transport des marchandises dangereuses (LTMd) a été présentée et a reçu la sanction royale le 23 juin 1992. Elle a été créée en vue de mieux protéger l'environnement, et le Règlement sur le transport des marchandises dangereuses initialement publié en 1985 devra être révisé, de même que les politiques et procédures opérationnelles connexes, pour des raisons d'uniformité. On procède actuellement à l'élaboration d'un nouveau règlement, portant sur plusieurs questions, notamment l'uniformisation de la classification des produits chimiques pour les systèmes de marquage de sécurité dans le domaine du transport, de la sécurité au travail, des interventions d'urgence et de la protection de l'environnement, et l'élaboration de normes nationales applicables à l'entreposage temporaire de wagons de marchandises dangereuses et au transport de wagons contenant des marchandises dangereuses résiduelles.

**Loi sur la sécurité des véhicules automobiles:** Une modification à la Loi sur la sécurité des véhicules automobiles (projet de loi S-8) et les modifications au règlement afférent seront votées à l'automne 1993. Ces modifications permettront d'établir un processus de réglementation qui correspondra mieux aux besoins de l'industrie et du marché et qui renforcera la compatibilité des normes canadiennes avec les règlements américains; d'adopter un règlement visant à contrôler l'importation de véhicules d'occasion, y compris un programme de conversion des véhicules américains pour les rendre conforme aux normes canadiennes, et la mise en place d'un régime de réglementation des émissions conformément au Plan vert et à l'accord Canada-Etats-Unis sur la qualité de l'air.

La Loi modifiée donnerait une nouvelle souplesse pour démontrer la conformité sur des aspects comme l'application graduelle des règlements, l'accumulation et le transfert des points relatifs aux émissions et la moyenne des émissions. Tous ces changements sont conçus pour atteindre les objectifs environnementaux du Canada au moindre coût pour les fabricants et les consommateurs.

**Programme relatif aux émissions:** Une approche non réglementaire a été retenue pour le programme relatif aux émissions, en attendant l'adoption du projet de loi S-8 qui donnera les pouvoirs nécessaires pour l'adoption graduelle des normes et l'harmonisation avec le règlement pris par les Etats-Unis en vertu de la *Clean Air Act*. Un protocole d'entente a été signé avec l'industrie de l'automobile garantissant des véhicules à faibles émissions identiques au Canada simultanément avec leur introduction aux Etats-Unis. Le règlement sera préparé à la suite de l'adoption du projet de loi, et la surveillance sera intégrée dans les activités et les opérations en cours. Les émissions des véhicules lourds font présentement l'objet de négociations entre le gouvernement et les industries de l'automobile et du pétrole. Une approche non réglementaire est à l'étude.



renovation de ces aérobares, en plus de les gérer suivant un contrat de location. Les discussions avec Faxport se poursuivront en 1993.

On continue d'étudier la question des aéroports du sud de l'Ontario, dans le cadre du projet d'expansion du réseau d'aéroports dans le sud de l'Ontario, et de déterminer l'ampleur nécessaire de l'expansion de la capacité afin que ces aéroports puissent remplir leur rôle. Eventuellement, cette expansion permettrait de répondre à des besoins à long terme une fois que l'aéroport international Lester B. Pearson, aura atteint sa capacité optimale.

Une équipe de planification évalue les besoins de l'aéroport international de Halifax afin de régler son problème d'encombrement.

**Cessions:** La loi relative aux cessions des aéroports a été votée au moyen des projets de loi C-85 et S-11. Durant l'été 1992, le premier groupe d'aéroports fédéraux internationaux - Montréal (Dorval et Mirabel), Edmonton, Calgary et Vancouver - a été cédé à des administrations aéroportuaires locales. En 1993, le Ministère devrait entamer des négociations officielles avec des groupes locaux à Victoria, Winnipeg, Thunder Bay, Windsor, Ottawa, Québec/Sainte-Foy, Moncton et Halifax. Le Ministère demeurera attentif à toutes les manifestations d'intérêt et il s'attend à céder ce second groupe d'aéroports en 1994, d'autres cessions devraient avoir lieu, les années suivantes.

La deuxième étape du projet est présentement en cours: il s'agit de la cession de la propriété et de l'exploitation de petits aéroports. La cession des aéroports de Vanderhoof (C.-B.), de Hope (C.-B.) et de Dawson Creek (C.-B.) sera approuvée sous peu et se terminera au début de 1993. D'autres cessions de petits aéroports sont également à l'étude, notamment les aéroports de Red Deer (Alberta), de Trois-Rivières (Qué.), de St. Catharines (Ont.), de Carp (Ont.) et de Charlo (N.-B.).

**Dévolition:** En réponse aux préoccupations de l'industrie à l'égard de la façon dont le gouvernement se propose de traiter de la question des bâtiments construits par les localités sur des terrains aéroportuaires, à l'expiration du bail, un document de travail sur la dévolution des bâtiments construits par les localités a été envoyé à l'industrie à l'été 1992 pour qu'elle fournisse des commentaires. Les propositions d'orientation élaborées en accord avec les commentaires de l'industrie ont été incluses dans l'énoncé de principe provisoire (cession à bail des terrains à des fins d'Aviation) et envoyées à l'industrie pour une autre série de consultations. On s'attend à mettre un point final à l'énoncé de principe au printemps 1993 et à soumettre, par après, le document à l'approbation du Ministre.

**Environnement - Loi canadienne sur l'évaluation environnementale (LCEE):** Par suite de l'adoption par le gouvernement de lois et de règlements nouveaux en matière d'environnement, les aéroports canadiens ont intégré le processus d'évaluation et d'examen en matière d'environnement à leurs activités. Une évaluation a été réalisée en 1992; elle visait à étudier le projet d'expansion des pistes pour régler le problème d'encombrement à l'aéroport international Lester B. Pearson.

**Code de gérance de l'environnement:** En réponse au Code de gérance de l'environnement, les vérifications environnementales se poursuivent aux aéroports canadiens, où l'on veut s'assurer que les activités aéroportuaires ne nuisent pas à l'environnement. Les vérifications portent sur des questions particulières, comme les BPC, les réservoirs de stockage souterrain, les secteurs de formation à la lutte contre les incendies et la contamination par le glycol. Conformément aux obligations ministérielles aux termes du Code de gérance de l'environnement, les accords de cession des aéroports exigent la tenue de vérifications environnementales, afin de déterminer avant la cession l'état de l'environnement à chaque aéroport. Des vérifications ont été réalisées aux aéroports de Vancouver, d'Edmonton, de Calgary, de Montréal et à d'autres aéroports.

La mise en oeuvre prévue d'une installation de dégivrage à l'aéroport Lester B. Pearson, qui représentera un investissement de 35 millions de dollars, est une des initiatives particulières issues des

**Projet de mise en oeuvre des recommandations de la Commission d'enquête sur l'accident de Dryden:** Le rapport définitif sur les facteurs contributifs de l'écrasement d'un avion d'Air Ontario à Dryden a été publié le 26 mars 1992. Le projet visant à donner suite aux recommandations de la Commission d'enquête sur cet accident, établi en 1991, aura des répercussions profondes sur la réglementation aérienne pendant des années.

Certains problèmes, comme la contamination ou le dégivrage des ailes et les harnais de sécurité pour les agents de bord, ont entraîné la création ou la modification de règlements. Des groupes de travail ont été constitués pour trouver des moyens de mettre en oeuvre les recommandations dans les domaines suivants: surveillance; sécurité de la cabine; activités aéroporuelles (manoeuvres au sol et services d'intervention d'urgence); sécurité/service; exploitation; délivrance de certificats et processus d'homologation; système de surveillance et d'autorisation des vols, ainsi que recherche et développement. Le rapport définitif a également porté sur l'importante question des ressources, faisant ressortir la nécessité de disposer de ressources suffisantes pour mener à bien les activités de vérification, de surveillance et d'inspections.

**Renouvellement de la réglementation:** Ces deux dernières années, les activités de législation et de réglementation ont considérablement augmenté. Cette hausse résulte de nombreux facteurs, notamment des recommandations qui émanent de la Commission d'enquête sur l'accident de Dryden; de la modification en cours au Règlement de l'air et, plus récemment, de l'examen de la réglementation du Ministère. Afin de donner suite efficacement à ces initiatives et de s'assurer que les règlements de l'air évoluent de manière ordonnée, une stratégie de réglementation intégrée a été entreprise. Cette stratégie a pris la forme d'un projet global de "renouvellement de la réglementation", qui vise à élaborer et à promouvoir des règlements découlant de ces diverses initiatives. Pour effectuer ce renouvellement et pour répondre sans délai aux exigences du programme, il faudra accélérer l'adoption de règlements, avec l'appui du ministère de la Justice, qui fournira les services de rédaction juridique et les équipes d'examen.

**Environnement - Code de gérance de l'environnement:** Conformément à l'engagement du Ministère envers le Code de gérance de l'environnement, on a entrepris de déceler les lacunes que présentent les hangars, tant sur le plan de l'environnement, que de l'exploitation. À ce jour, un certain nombre de projets ont été lancés, notamment la réinstallation de l'atelier de peinture dans le hangar T58 des Services aux aéronefs (Ottawa) et le remplacement du système extincteur d'incendie. Des études seront menées en vue d'examiner les émissions atmosphériques, la pollution de l'eau et les questions figurant au Plan vert comme le stockage et l'élimination du carburant d'aéronef.

**Loi canadienne sur l'évaluation environnementale (LCEE) / Loi canadienne sur la protection de l'environnement (LCPE):** Les coûts qu'il faut engager, dans l'activité Aviation, pour satisfaire aux exigences de la LCEE ont été évalués à environ 3 millions de dollars et à 14 équivalents temps plein par année. L'activité Aviation a aussi examiné les coûts qu'elle devra engager pour répondre aux exigences de la Loi canadienne sur la protection de l'environnement (LCPE) et du Code de gérance de l'environnement, qui fait partie du Plan vert. Ces coûts ont été évalués à environ 16 millions de dollars et à huit équivalents temps plein par année. Un plan de gestion de l'environnement est également en voie d'élaboration; il devrait être achevé en partie, plus tard au cours de l'année.

## Aéroports

**Capacité:** Des travaux d'agrandissement des pistes évalués à 500 millions de dollars seront amorcés en 1993 à l'aéroport international Lester B. Pearson, en vue de régler les problèmes de capacité éprouvés; on tiendra compte des recommandations faites en 1992 par le Comité d'évaluation et d'examen en matière d'environnement. Rapoport Inc. d'Ottawa a soumis la meilleure proposition globale pour la modernisation des aéroports 1 et 2 de l'aéroport Lester B. Pearson. L'entrepreneur devra concevoir et financer la



**Cours de formation de base - Régulateur du trafic maritime (RTM) :** La Garde côtière canadienne met actuellement en oeuvre un cours de base de RTM des Services de trafic maritime (STM) au collège de la Garde côtière canadienne, à Sydney (N.-É.). Le cours, dispensé dans le cadre du Programme national de formation STM menant à un certificat, débutera en mai 1993. Des stagiaires du secondaire (des arrangements seront pris en vue d'incorporer des candidats d'un niveau plus avancé) recevront un enseignement théorique et par simulation, avant de subir une période d'essai dans un centre de trafic maritime. D'après une population de 262 RTM et un taux d'attrition de 12 p. cent par année, le collège prévoit que de 20 à 30 candidats réussiront le cours chaque année (un cours par année serait donné en français). Il en coûtera environ un million de dollars pour dispenser ce cours d'une durée de 43 semaines, après l'allocation d'étudiant, d'autres coûts connexes et le nombre minimum d'élèves pour la première année.

**Environnement - Loi canadienne sur l'évaluation environnementale :** La mise en oeuvre de la Loi canadienne sur l'évaluation environnementale et les décisions subséquentes rendues par les tribunaux se sont traduites par un plus grand nombre d'évaluations et d'examen menés en vertu de la Loi sur la protection des eaux navigables. La Garde côtière canadienne est tenue de filtrer les demandes d'ouvrages dans les eaux navigables, afin de s'assurer que toutes les questions touchant l'environnement ou le gouvernement fédéral sont réglées et, au besoin de recommander la création d'un comité d'examen public. Lorsqu'un tel comité est convoqué, la Garde côtière canadienne doit aussi élaborer la réponse officielle du gouvernement fédéral aux recommandations du rapport. Le retentissement des décisions rendues par les tribunaux, récemment, et la décision selon laquelle la Loi a force exécutoire pour d'autres ministères du gouvernement, ont eu pour effet d'accroître le nombre de demandes reçues par la Garde côtière canadienne; on s'attend à ce que ces dernières doublent au cours des deux prochaines années.

**Comité d'examen public des systèmes de sécurité des navires-citernes et de la capacité d'intervention en cas de déversements en milieu marin :** Dans le contexte du rapport du comité, publié en novembre 1990, on procède actuellement à une révision interministérielle de la réponse définitive du gouvernement. Celle-ci sera rendue publique au début de 1993. Une autre initiative visant à protéger l'environnement et à renforcer la sécurité des navires-citernes est l'élaboration d'une norme de conception et l'établissement d'un calendrier de construction de doubles coques sur les pétroliers nouveaux ou existants. La Garde côtière canadienne élabore une norme officielle de conception des navires-citernes qui sera éventuellement appliquée par règlement aux termes de la Loi sur la marine marchande du Canada (voir p. 3-51 pour plus de détails sur les dépenses au chapitre du Plan vert).

**Programme d'interventions d'urgence en cas de déversement de matières dangereuses :** En vertu de la Loi sur la marine marchande du Canada et de la Loi sur la prévention de la pollution des eaux arctiques, la Garde côtière canadienne est désignée organisme responsable des interventions en cas de déversement d'hydrocarbures et de matières dangereuses provenant des navires. Après l'élaboration du Programme d'intervention d'urgence en cas de déversement de matières dangereuses, un projet pilote a été instauré dans la région des Maritimes afin de mettre en oeuvre les plans et les activités du programme. La Garde côtière canadienne fournira, conjointement à d'autres organismes, des équipes chargées d'évaluer les risques de déversement de produits chimiques en milieu marin, dans les secteurs à risque élevé. On prévoit avoir besoin de 24 équivalents temps plein et de 1,5 million de dollars pour mettre ce programme en oeuvre.

**Contrôle par l'État du port :** En 1988, le Canada et les États-Unis ont conclu un accord de Contrôle par l'État du port avec 14 administrations européennes, afin de s'assurer que les navires étrangers entrant en eaux canadiennes sont en état de naviguer et ne présentent pas une menace pour les travailleurs canadiens, ni pour les eaux et l'environnement du pays. Le Canada était tenu d'accroître le nombre d'inspections de sécurité, qui toucheraient 25 p. cent des navires faisant escale dans des ports canadiens en 1991. En tout, 12 équivalents temps plein et un million de dollars sont nécessaires pour atteindre le niveau d'inspections requis.

Voici, par activité, une ventilation des initiatives prévues pour 1993-1994. Les initiatives qui ont été énumérées à la Partie III précédente mais qui demeurent des questions hautement prioritaires pour le Ministère, comme la Commission d'enquête sur l'accident de Dryden, la cession des aéroports, l'environnement et d'autres sujets touchant les aéroports, sont énumérées ci-après. Tous les aspects de ces initiatives, y compris le compte rendu des événements et des décisions passés y figurent également.

## Politiques et coordination

**Environnement:** L'activité Politiques et coordination continue d'assumer la responsabilité des questions liées à l'environnement en dispensant des conseils sur l'intégration des politiques et des programmes de l'environnement au sein du Ministère et, de façon plus générale, d'appuyer l'élaboration et la mise en œuvre de politiques gouvernementales en matière d'environnement, tel le Plan vert. Cette activité est également chargée de coordonner l'élaboration des réponses du Ministère aux dispositions législatives sur l'environnement définies dans la Loi canadienne sur l'évaluation environnementale (LCEE), et dans la Loi canadienne sur la protection de l'environnement (LCPE), de diriger l'élaboration de l'"engagement" et du "plan d'action" annuels en matière d'environnement, d'assurer la liaison avec d'autres ministères à l'égard de questions liées à l'environnement, comme le Conseil canadien des ministres de l'environnement, de présider le comité de coordination supérieur du Ministère sur les questions environnementales et d'offrir les services de secrétariats connexes. En plus de mettre en application ses programmes de réglementation dans le domaine de l'environnement, le Ministère étudiera attentivement les mesures recommandées dans le rapport final de la Commission royale sur le transport des voyageurs au Canada et tiendra des consultations à cet égard.

**Programme fédéral de traversiers:** Des initiatives visant à améliorer le programme ont été réalisées, notamment une meilleure gestion du programme fédéral grâce aux initiatives élaborées sur la qualité du service, un recouvrement accru des coûts sur les services de cabotage de Terre-Neuve, l'entrée en service d'un nouveau traversier de 210 voiliers et l'amélioration des installations de traversiers assurant le service entre l'Île-du-Prince-Édouard et la Nouvelle-Écosse, ainsi que l'établissement d'un barème de péages équitable pour les services subventionnés par le gouvernement fédéral (p. 3-23).

**Stratégie intégrée de transport terrestre des marchandises:** Un groupe de travail a été créé en mars 1992, pour examiner les questions liées à une démarche intégrée concernant le transport de surface. Par suite d'un examen approfondi, des problèmes touchant le système canadien de transport terrestre des marchandises ont été dégagés et examinés en détail. Les relations syndicales avec les compagnies ferroviaires, la productivité des ports et le transport intermodal représentent des problèmes majeurs. Dans le contexte de cet examen, des études et des travaux de recherche supplémentaires sont présentement en cours, dans le but de fournir plus de données au groupe de travail. Bien que des discussions informelles aient eu lieu au sein de Transports Canada et avec d'autres ministères du gouvernement fédéral concernant ces grandes questions d'orientation, il faudra établir un processus de consultation officiel auquel les transporteurs et les syndicats.

**Train de voyageurs à grande vitesse:** En 1992-1993, un consortium formé des entreprises Transurb, Monenco et le Groupe IBI a été engagé comme chargé de projet. Le protocole d'entente avec le Québec, l'Ontario et Transports Canada a été signé par les sous-ministres et leurs ministres respectifs. Un secrétariat a été établi à Transports Canada pour examiner les prévisions d'achalandage et de recettes, les trajets, l'infrastructure et les aspects technologiques.

**Rail:** Le trafic ferroviaire devrait connaître une croissance lente durant le reste de la décennie, ce qui compromettra la santé financière des compagnies ferroviaires si ces dernières n'apportent aucun changement à leur structure ou à leur mode d'exploitation. Ces changements toucheraient aux niveaux d'emploi ainsi qu'à la taille du réseau de chemins de fer. Les compagnies ferroviaires se préoccupent beaucoup aussi des taux d'imposition qui leur sont fixés par rapport à ceux du camionnage et des entreprises ferroviaires américaines.

**Surface - Passagers:** Le trafic automobile continuera d'augmenter plus rapidement que les modes de transport par train et par autocar, qui ne devraient connaître qu'une faible croissance. La santé financière de l'industrie du transport par autocar est une préoccupation constante, tout comme le niveau de subventions gouvernementales à l'industrie du transport ferroviaire des passagers. Des facteurs externes pourraient peut-être influencer sur ces éléments, notamment l'aménagement éventuel du train rapide dans le corridor Québec-Windsor et la déréglementation possible du transport par autocar.



C. Perspective de planification

1. Facteurs externes qui influent sur le Programme

**Ordre du jour du gouvernement:** Dans le discours du trône de mai 1991, trois secteurs d'intervention ont été déterminés: l'unité nationale, la prospérité grâce à la compétitivité internationale et l'amélioration de l'efficacité des activités gouvernementales.

Les transports ont toujours joué un rôle important dans le renforcement de l'unité nationale. Les activités de transport s'intensifient au fur et à mesure que les obstacles au commerce interprovincial sont supprimés et que les échanges commerciaux augmentent. Un réseau de transport sûr et efficace constitue une part importante du coût des marchandises acheminées sur le marché, en particulier les matières premières, qui composent toujours plus de la moitié des exportations canadiennes. Le secteur des transports est essentiel à notre compétitivité internationale laquelle est touchée par les facteurs économiques et politiques nationaux aussi bien qu'internationaux.

**Air:** Par suite de la récession et de la lente reprise, le revenu personnel disponible, l'une des principales variables explicatives de la demande de transport aérien, a chuté depuis 1989. Cette situation, jointe aux effets de la guerre du Golfe, a eu d'importantes répercussions sur le transport aérien. En 1991-1992, le nombre de passagers a chuté de 10,6 p. cent, la quantité de marchandises transportées de 9,3 p. cent, et les mouvements d'aéronefs de 5,4 p. cent. Comme Transports Canada tire dans une large proportion ses recettes du transport aérien, la chute du trafic a eu une grande incidence sur les ressources dont dispose le Ministère pour réaliser ses programmes de transport. De plus, la récession a créé des difficultés financières au sein de l'industrie aérienne du Canada.

Toutefois, malgré la récession, la demande de services de réglementation n'a pas diminué, puisque les transporteurs aériens poursuivent leur restructuration, par exemple par l'ajout de nouveaux aéronefs. Avec la reprise économique, les revenus commerciaux et personnel s'amélioreront aussi et l'on peut s'attendre à une augmentation des voyages aériens. La croissance des mouvements d'aéronefs, en 1992 et 1993, devrait être de 3,9 p. cent et de 4,1 p. cent, respectivement. Les mouvements transfrontaliers devraient également connaître une hausse, grâce à l'accord bilatéral sur le transport aérien conclu entre le Canada et les États-Unis. La mondialisation de l'industrie aérienne menant à des fusions et à des alliances intercompagnies est un autre facteur qui influe sur la demande de transport aérien.

**Marine:** Lorsque le trafic reprendra après la récession, le secteur du transport maritime devrait subir une croissance annuelle lente mais régulière allant de 1 p. cent à 1,5 p. cent, surtout dans les ports de l'Ouest. La viabilité future de la Voie maritime du Saint-Laurent cause toutefois de vives inquiétudes, de même que le degré de concurrence livrée par les ports américains dans les secteurs du transport par conteneurs et du transport du vrac. Les répercussions sur le trafic maritime du moratoire visant la pêche à la morue et de la décision prise concernant le champ pétrolier Hibernia au large de Terre-Neuve sont d'autres sujets de préoccupation.

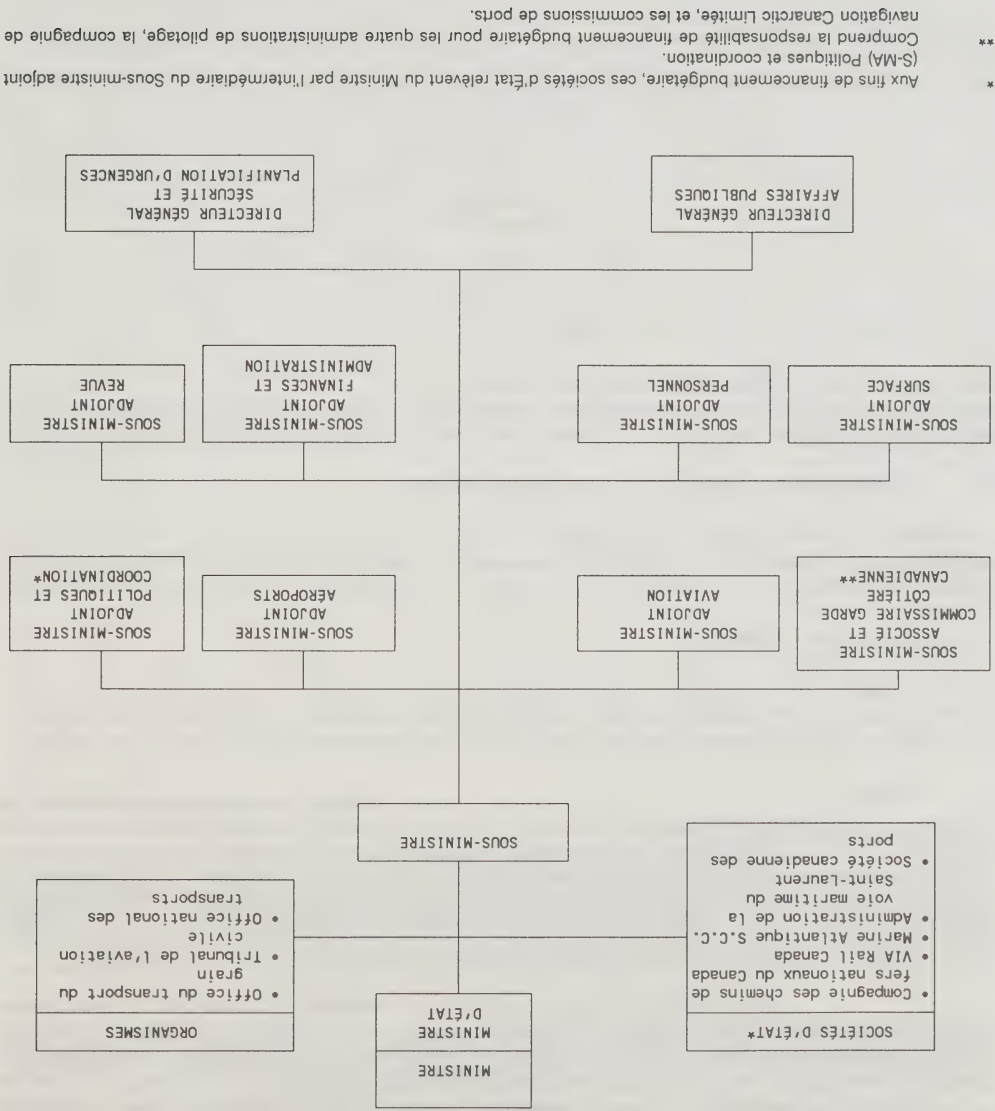
**Routes:** Le secteur du camionnage s'est taillé une plus grande part du marché du fret de surface aux dépens du secteur ferroviaire, et on s'attend à ce que cette tendance s'accroisse et à ce que le camionnage surpasse le mode ferroviaire en terme de tonnes transportées, au début de la prochaine décennie. Parmi les facteurs qui influent considérablement sur le camionnage, on trouve le bas rendement du capital investi, les frais d'exploitation élevés comparativement aux transporteurs américains, l'état des routes, la sécurité des véhicules et les normes d'émission.

Le tableau 1-6 illustre la matrice des principaux groupes organisationnels de Transports Canada et les lignes d'activité selon lesquelles ils sont financés au moyen de crédits budgétaires.

**Tableau 1-6: Répartition des ressources budgétaires par activité/organisation**

(en milliers de dollars)		Budget des dépenses 1993-1994					
		Politiques et Garde côtière					
		coordination	canadienne	Aviation	Aéroports	Surface	Administration du Ministère
S-MA Politiques et coordination?		334 165					25 534
S-MA Finances et administration						89 817	
S-MA Personnel						68 978	
S-MA/Commissaire de la Garde côtière canadienne?			661 944				
S-MA Aviation				285 509			
S-MA Aéroports					70 903		
S-MA Surface						49 235	
Sociétés d'Etat							
• Marine Atlantique S.C.C.		132 393					
• VIA Rail Canada		343 367					
• Les ponts Jacques-Cartier et Champlain		36 764					
• Administration de la voie maritime du Saint-Laurent		600					
• Compagnie de navigation Canartic Limitée			2 657				
• Administrations de pilotage			3 000				
<b>Total net des ressources du Programme</b>		<b>849 289</b>	<b>667 601</b>	<b>285 509</b>	<b>70 903</b>	<b>49 235</b>	<b>2 106 866</b>
(et des ressources humaines - ETP)		(311)	(5 943)	(7 510)	(2 850)	(416)	(2 379)
							<b>(19 409)</b>
1. Comprend les bureaux des Ministres et du Sous-Ministre, les Affaires publiques, le Contentieux, la Revue, la Sécurité et planification d'urgences. En 1992-1993 le Groupe de travail sur la cession des aéroports a été transféré à l'activité Aéroports.							
2. Comprend la responsabilité des questions de financement budgétaire de Marine Atlantique S.C.C., de la Société canadienne des ports, de l'Administration de la voie maritime du Saint-Laurent, des Ponts Jacques-Cartier et Champlain Inc., et de VIA Rail Canada Inc.. Les crédits sont énumérés séparément sous la rubrique sociétés d'Etat.							
3. Comprend la responsabilité des questions de financement budgétaire des administrations de pilotage et de la compagnie de navigation Canartic Limitée. Les crédits figurent séparément à la rubrique sociétés d'Etat.							

Tableau 1-5: Structure administrative



**Organisation:** L'organisation de Transports Canada comprend l'Administration centrale et quatre groupes opérationnels: Garde côtière canadienne, Aviation, Aéroports et Surfaçe, de même qu'un certain nombre de sociétés d'Etat et d'organismes qui jouissent de degrés variables d'autonomie. Certaines sociétés d'Etat fonctionnent dans le cadre du Ministère, tandis que d'autres, comme la Compagnie des chemins de fer nationaux du Canada, sont totalement indépendantes, mais rendent compte de leurs activités au Parlement par l'intermédiaire du ministère des Transports. Trois organismes, soit l'Office du transport du grain, le Tribunal de l'aviation civile, tout comme l'Office national des transports, relèvent aussi directement ou indirectement du ministère des Transports. Chacun d'eux produit sa propre Partie III.

Le tableau 1-5 illustre le portefeuille de Transports Canada. La Partie III de Transports Canada se restreint à une analyse des opérations ministérielles, depuis le Sous-ministre. Elle comprend en outre certains projets de financement visant les sociétés d'Etat ci-après: la Société canadienne des ports, Marine Atlantique S.C.C. (y compris la Compagnie des chantiers maritimes de Terre-Neuve), l'Administration de la voie maritime du Saint-Laurent (y compris Les ponts Jacques-Cartier et Champlain Inc.), VIA Rail Canada Inc., la compagnie de navigation Canarc Inc. Limitée, la Compagnie des chemins de fer nationaux du Canada et les quatre administrations de pilotage.

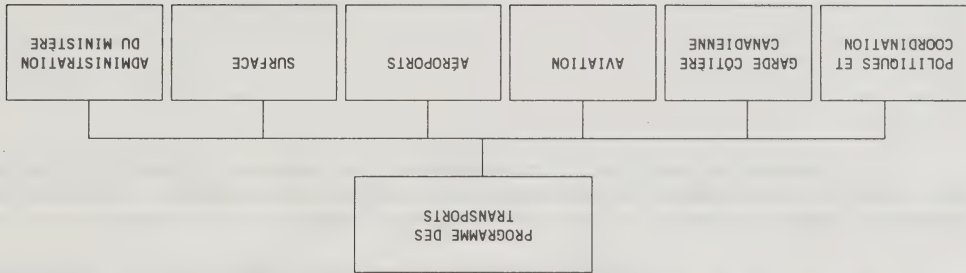


Tableau 1-4: Structure des activités

**Structure des activités:** Le tableau 1-4 ci-après illustre la structure qui est entrée en vigueur le 1<sup>er</sup> avril 1987 et qui sert à exposer le plan de dépenses pour l'exercice 1993-1994 de même que les dépenses prévues pour 1992-1993 et les dépenses réelles de trois années.

4. Organisation du Programme en vue de son exécution

L'objectif du programme des Transports est de veiller à l'établissement et à l'exploitation d'un système national de transport sécuritaire et efficace qui contribue à la réalisation des objectifs gouvernementaux et à l'exploitation de certains éléments du système.

3. Objectif du Programme

Les principales lois régissant les activités du programme des Transports sont la *Loi de la constitution*, la *Loi sur le ministère des Transports* et la *Loi nationale sur les transports*. Une liste des autres lois figure à la page 3-46.

2. Mandat

Les responsabilités fédérales en matière de transport, qui proviennent de la compétence définie dans l'Acte de l'Amérique du Nord Britannique, ont évolué de sorte qu'elles englobent la coordination et la réglementation en vue d'assurer la sécurité et l'efficacité des secteurs de l'aéronautique, de la navigation maritime, des installations d'expédition, des traversiers, des chemins de fer et des canaux reliant les provinces entre elles ou une province donnée avec tout pays étranger. C'est le ministère des Transports qui assume cette responsabilité.

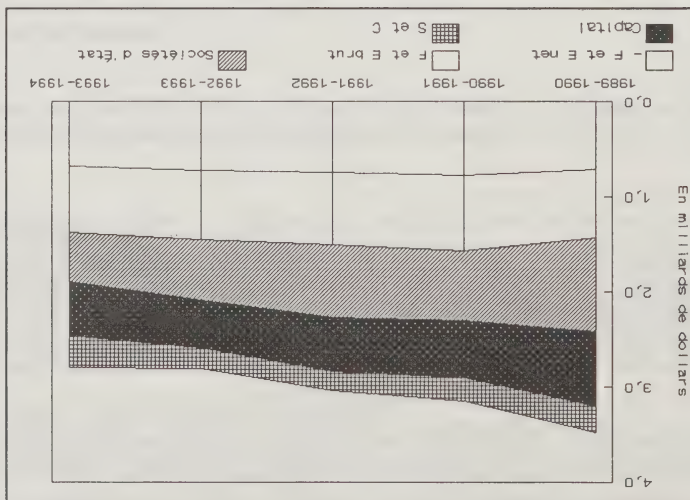
Le ministère des Transports a été établi en 1936, en vertu de la Loi sur le ministère des Transports qui amalgamait les fonctions du ministère des Chemins de fer et des canaux, du ministère de la Marine et de la Direction de l'aviation civile du ministère de la Défense.

1. Introduction

B. Données de base



Tableau 1-3: Rendement par catégorie de dépenses (Dollars constants de 1993-1994)



Le tableau 1-3 illustre la réduction dans les dépenses nettes du Ministère au cours des dernières années. Au cours de cette période, pendant laquelle la récession s'est poursuivie, Transports Canada a connu de graves manques de ressources en raison des recettes réduites, des exigences des sociétés d'Etat et de la réduction des dépenses à l'échelle de la Fonction publique. Aucun remède immédiat n'est prévu, la politique de recouvrement des coûts ayant été différée jusqu'à ce que l'économie se redresse sensiblement. En outre, le Ministère continue de faire une contribution importante aux priorités importantes du gouvernement énoncées dans le budget de 1992 et a restreint ses dépenses au-dessous de la croissance pour l'inflation.

Le Ministère a accru l'efficacité de ses opérations notamment en discontinuant certains services non essentiels, en réaffectant les ressources, y compris des transferts de fonds d'immobilisations pour consolider les dépenses de fonctionnement et d'entretien, en augmentant la participation du secteur privé et en encourageant le public à payer pour les services fournis par le Ministère.

En 1993-1994, ces réductions sont moins évidentes, en raison de l'initiative stratégique d'investissement en capital annoncée dans l'Exposé économique de décembre 1992 et qui injecte des ressources financières additionnelles de 177 millions de dollars à ce Budget des dépenses.

●	<b>Dépenses en capital:</b> diminution des besoins attribuable principalement à des retards et des reports imposés reliés à des projets des activités Garde côtière canadienne, Aviation et Aéroports.	(130,4)
●	<b>Subventions et contributions:</b> diminution des paiements principalement dans l'activité Politiques et coordination pour les Ententes de développement économique et régional (p. 2-6) et dans l'activité Aéroports (p. 2-61).	(38,7)
●	<b>Recettes nettes en vertu d'un crédit:</b> réduction des recettes découlant de la taxe sur le transport aérien (p. 2-43) et des redevances générales d'aérogare et d'atterrissage dans l'activité Aéroports à la suite d'une diminution du trafic (p. 2-61).	92,1
●	<b>Sociétés d'Etat:</b> augmentation des paiements principalement dans l'activité Politiques et coordination pour la Société canadienne des ports et VIA Rail (p. 2-6) et dans l'activité Garde côtière canadienne pour la compagnie de navigation Canartic Limitée et l'Administration de pilotage des Laurentides (p. 2-20).	57,2
<b>Non budgétaire</b>		
●	Paiement à la Société canadienne des ports concernant le Fonds de prêts interportuaire (p. 2-6).	30,0
●	Diminution attribuable principalement au programme de compressions budgétaires du gouvernement, aux retards dans la dotation et à la grève de l'Alliance de la Fonction publique du Canada (AFPC).	(671 ETP)

Le tableau 1-3 fournit un aperçu sous forme graphique de la tendance des dépenses du Ministère sur cinq ans. Toutes les données ont été converties en dollars constants de 1993-1994.

En millions  
de dollars.

● Sociétés d'Etat: augmentation dans l'activité Politiques et coordination principalement pour le projet de réaménagement du pont de Valleyfield de l'Administration de la voie maritime du Saint-Laurent, le projet Alouette de la Société canadienne des ports et le service aux régions éloignées de VIA Rail (p. 2-4), et dans l'activité Garde côtière canadienne pour la compagnie de navigation Canartic Limitée et les administrations de pilotage (p. 2-18).

35,6

### Equivalents temps plein

● diminution attribuable principalement à la cession des aéroports à des administrations aéroportuaires locales (p. 2-58), à une baisse des besoins de la Garde côtière canadienne pour les navires en réparation Louis St-Laurent et Normand McLeod Rogers (p. 2-18), et du Ministère par suite de programmes de compressions budgétaires du gouvernement et des retards dans la dotation.

(1 014 ETP)

Tableau 1-2: Résultats financiers en 1991-1992

(en milliers de dollars)				
Budgetaire	Politiques et coordination	Aviation	Garde côtière canadienne	Aéroports
910 181	871 140	39 041	2-5	2-19
650 263	663 828	(13 565)	2-42	2-60
376 576	391 105	(14 529)	2-68	2-84
-	-	-		
50 496	56 721	(6 225)		
166 553	165 485	1 068		
2 154 069	2 148 279	5 790		
Non budgétaire				
30 000	-	30 000	2-6	
Total du Programme				
2 184 069	2 148 279	35 790		
Ressources humaines * (ETP)				
19 480	20 151	(671)	3-2	

\* Voir renseignements supplémentaires sur les ressources humaines au tableau 3-2 page 3-2.

**Explication de la différence:** Le niveau des dépenses budgétaires autorisé en 1991-1992 a été porté à 2 251,861 millions de dollars au moyen du Budget des dépenses supplémentaire. L'autorisation révisée, par type de dépenses, figure à la page 1-8 de ce document au tableau intitulé "Emploi des autorisations de 1991-92 - Volume II des Comptes publics". L'écart entre les dépenses réelles et le Budget des dépenses initial est attribuable aux grands facteurs suivants:

### Budgétaire

● **Dépenses brutes de fonctionnement:** augmentation des besoins attribuable principalement à une augmentation de la charge de travail de l'activité Aviation notamment dans le domaine des services de contrôle de la circulation aérienne (p. 2-42).

25,6

En millions  
de dollars.

En millions  
de dollars

- **Sociétés d'État:** réduction des paiements de l'activité Politiques et coordination à VIA Rail, la Société canadienne des ports et l'Administration de la voie maritime du Saint-Laurent (p. 2-2), et des paiements de l'activité Garde côtière canadienne à la compagnie de navigation Canarcatic Limitée et à l'Administration de pilotage des Laurentides (p. 2-17).

**Non budgétaire**

- diminution découlant du paiement de l'activité Politiques et coordination à la Société canadienne des ports en vertu du Fonds de prêts interportuaire (p. 2-3).

(20,0)

**Equivalents temps plein**

- augmentation nette attribuable aux activités de dotation reliées aux navires remis en état de la Garde côtière canadienne (p. 2-17), et à la mise en application des recommandations de la Commission d'enquête sur l'accident de Dryden au sein de l'activité Aviation (p. 2-41), compensée par une diminution attribuable à la cession d'aéroports à des administrations aéroportuaires locales (p. 2-58).

68 ETP

**Explication des prévisions de 1992-1993:** Les prévisions de 1992-1993 sont supérieures de 31,0 millions de dollars ou de 1,6 % au montant prévu dans le Budget des dépenses de 1992-1993 de 1 998,5 millions de dollars. En voici les raisons:

**Budgétaire**  
En millions  
de dollars

- **Dépenses brutes de fonctionnement:** diminution attribuable principalement à la cession d'aéroports à des administrations aéroportuaires locales (p. 2-58), mais atténuée par une augmentation attribuable principalement à l'exécution des recommandations de la Commission d'enquête sur l'accident de Dryden et à l'application de la restructuration de la norme de classification des contrôleurs de la circulation aérienne (p. 2-41).

(27,7)

- **Dépenses en capital:** diminution attribuable principalement à l'inexécution de grands projets d'immobilisations de l'activité Aviation (p. 2-41) et à des retards et reports imposés reliés à des projets des activités Garde côtière canadienne (p. 2-18) et Aéroports (p. 2-58).

(126,3)

- **Subventions et contributions:** augmentation dans l'activité Politiques et coordination principalement attribuable aux Ententes de développement économique et régional (p. 2-3), mais atténuée principalement par le programme Nouveau-Québec des Aéroports (p. 2-59).

5,2

- **Recettes nettes en vertu d'un crédit:** diminution attribuable principalement à la cession d'aéroports à des administrations aéroportuaires locales et à la baisse des recettes des activités Aéroports et Aviation causée par une diminution du trafic aérien (p. 2-59, 2-41).

144,2



Tableau 1-1: Besoins financiers par activité

	Budget des dépenses					(en milliers de dollars)	
	1993-1994					Prévu	
						1992-1993	
	Recettes	Dépenses	Dépenses	Dépenses	Dépenses	Différence	Détails à la page
	à valoir sur le crédit	nettes	nettes	nettes	nettes		
<b>Budgétaire</b>							
Politiques et coordination	849 289	-	849 289	832 701	16 588	2-2	
Garde côtière canadienne	699 358	31 757	667 601	618 601	49 000	2-16	
Aviation	883 012	597 503	285 509	271 117	14 392	2-40	
Aéroports	363 900	292 997	70 903	73 450	(2 547)	2-57	
Surface	49 545	310	49 235	46 438	2 797	2-66	
Administration du Ministère	203 043	18 714	184 329	167 319	17 010	2-81	
<b>Non budgétaire</b>	3 048 147	941 281	2 106 866	2 009 626	97 240		
Politiques et coordination	-	-	-	20 000	(20 000)	2-3	
<b>Total du Programme</b>	3 048 147	941 281	2 106 866	2 029 626	77 240		
Ressources humaines <sup>2</sup> (ETP)							
			19 409	19 341	68	3-2	

1. Les prévisions de 1992-1993 de ce tableau et de tous les tableaux subséquents semblables sont fondées sur les renseignements dont disposait la gestion au 30 novembre 1992.

2. Des renseignements additionnels sur les ressources humaines figurent au tableau 3-2, page 3-2.

**Explication de la différence:** Les besoins financiers totaux pour 1993-1994 se chiffrent à 77,2 millions de dollars, ou à 3,8 % de plus que les prévisions de dépenses de 1992-1993 et ce, pour les raisons suivantes:

**Budgétaire**

- **Dépenses brutes de fonctionnement:** baisse découlant principalement de la cession d'aéroports à des autorités aéroportuaires locales et à la diminution des recettes de l'activité Aéroports (p. 2-57). (111,7)
- **Dépenses en capital:** augmentation des besoins principalement attribuable à l'initiative stratégique d'investissement en capital ayant trait au Système d'atterrissage hyperfréquences annoncée dans l'Exposé économique de décembre 1992 (p. 2-40), au lancement de nouveaux projets au sein de la Garde côtière canadienne (p. 2-16) et de l'Administration du Ministère (p. 2-82), compensée par une diminution des dépenses reliées aux installations de traversiers de l'activité Politiques et coordination (p. 2-2).
- **Subventions et contributions:** augmentation attribuable principalement à l'initiative stratégique d'investissement en capital annoncée dans l'Exposé économique de décembre 1992 et ayant trait aux projets d'amélioration des routes - activité Politiques et coordination (p. 2-2).
- **Recettes nettes en vertu d'un crédit:** diminution des recettes aéroportuaires locales (p. 2-57).



préalable en vue du dragage, à un examen en règle par une commission d'évaluation environnementale en vue de travaux importants de construction de barrages ou d'aménagement hydroélectrique (p. 1-27).

- **Code de gérance de l'environnement**: Ce code fait appel à l'engagement de tous les ministères et organismes fédéraux pour la réalisation des objectifs globaux du gouvernement en matière d'environnement et exige que les ministres fédéraux rendent compte à chaque année des activités et initiatives en matière d'environnement auxquelles ils se sont livrés. À cette fin, le Ministère s'est engagé à intégrer les préoccupations environnementales dans tous les secteurs d'opération, non seulement pour assurer que les employés sont sensibilisés et protégés, mais pour assurer un réseau de transports sûr et respectueux de l'environnement. Les vérifications environnementales continuent d'être faites aux aéroports pour s'assurer que les activités liées aux aéroports ne nuisent pas à l'environnement. Les questions particulières étudiées comprennent les biphényles polychlorés (BPC) les réservoirs de stockage souterrains, les aires d'entraînement des pompiers et la contamination par le glycol. D'autres études sur les installations du Ministère portaient sur la santé des employés et les lacunes en matière environnementale. Ces études visent notamment à la correction des lacunes en matière d'environnement à tous les hangars et ont entraîné des améliorations au hangar des Services des Aéronefs à l'aéroport international d'Ottawa (p. 1-28, 1-29).

- **Loi sur le transport des marchandises dangereuses**: À l'appui des initiatives du gouvernement, une nouvelle Loi sur le transport des marchandises dangereuses a reçu la sanction royale le 23 juin 1992. Cette loi offre une meilleure protection de l'environnement et du public. Elle prévoit aussi la réglementation du transport des marchandises dangereuses, y compris les déchets dangereux qui entrent au Canada ou qui en sortent ou qui y sont expédiés (p. 1-30).

- **Comité d'examen public des systèmes de sécurité des navires-citernes et de la capacité d'intervention en cas de déversements en milieu marin**: Suite aux recommandations présentées en 1990, des consultations publiques ont été menées à l'été 1992 afin d'accroître la capacité d'intervention du Canada en collaboration avec le secteur privé. La Loi sur la marine marchande du Canada sera modifiée en conséquence, probablement au début de 1993 (p. 1-27).

- **Émissions des véhicules automobiles**: Le Ministère a introduit un nouveau règlement en vertu du projet de loi S-8 concernant les émissions des véhicules automobiles qui est conforme aux objectifs du gouvernement d'harmoniser ses règlements avec ceux pris par les États-Unis en vertu de la *Clean Air Act* (p. 1-30).

● **Réduction des coûts:** Le Ministère cherchera d'autres moyens de réduire les coûts par l'examen interne de son Programme, notamment par des études sur la rationalisation des stocks et la mise en commun des véhicules automobiles (p. 1-31). En outre, un groupe de travail chargé d'examiner la gestion des sociétés d'État a été formé afin de relever les contraintes administratives applicables aux sociétés d'État et de recommander des façons de les atténuer. Des recommandations seront mises à exécution en 1993.

**Service aux clients:** Le Ministère continuera d'élaborer et de mettre à exécution des politiques et des programmes efficaces et économiques en offrant un service de haute qualité, en étroite consultation avec les groupes d'intérêt. Les principaux projets à ce chapitre sont les suivants:

● **Capacité aéroportuaire:** Le Ministère s'est fait un devoir de régler les problèmes de capacité à l'aéroport Lester B. Pearson et à l'aéroport international de Vancouver suite aux études de 1991. Un plan de recrutement et de dotation ainsi que des projets d'expansion des pistes visent à atténuer les problèmes de capacité liés au contrôle de la circulation aérienne. Un processus consultatif d'examen a été mis sur pied afin de revoir les préoccupations du public touchant l'ajout de pistes d'atterrissage et les repercussions possibles sur le niveau de bruit, la qualité de l'air et la qualité de la vie, etc. (p. 1-28).

● **Philosophie de gestion commerciale au sein de l'organisation des Aéroports:** Afin d'accroître l'efficacité et mieux répondre aux besoins des clients, le Ministère encourage l'organisation des Aéroports à adopter une attitude d'orientation plus commerciale et une philosophie d'affaires. Les travaux se poursuivent en vue de céder le financement des aéroports à d'autres organismes. Y compris l'approbation d'un financement privé pour la rénovation des aéroports 1 et 2 de l'aéroport international Lester B. Pearson. En outre, les négociations se poursuivent en vue de céder l'exploitation d'aéroports divers à des administrations aéroportuaires locales (p. 1-29).

**Environnement:** Le gouvernement du Canada s'est efforcé de protéger et d'améliorer l'environnement en lançant son Plan vert. Le Plan vert du Canada renferme les principes que le gouvernement entend appliquer dans ses nouveaux programmes pour protéger l'environnement. Soucieux de renforcer les principes énoncés dans le Plan vert, le gouvernement a établi des lois et des règlements en matière d'environnement, notamment la Loi canadienne sur l'évaluation environnementale, le Processus connexe d'évaluation et d'examen en matière d'environnement et le Code de gestion de l'environnement. Le Plan vert et les politiques, les lois et les règlements qui en découlent servent de toile de fond aux activités des gouvernements fédéral et provinciaux ainsi qu'à celles du secteur privé.

Le bruit, l'échappement des carburants et la congestion attribuables aux transports ont une incidence néfaste sur l'environnement. Aussi Transports Canada s'est-il acquitté de sa responsabilité en cherchant à protéger l'environnement dans ses politiques, ses programmes et ses services.

● **Loi canadienne sur l'évaluation environnementale (LCEE) et Processus d'évaluation et d'examen en matière d'environnement (PEEE):** Depuis l'entrée en vigueur de la LCEE et du PEEE, la plupart des activités de Transports Canada sont soumises à des évaluations environnementales. Celles-ci portent sur tous les aspects environnementaux et déterminent également l'incidence immédiate et à long terme d'une activité sur l'environnement. L'une des plus importantes évaluations du Ministère est celle qui porte sur la construction proposée de pistes à l'aéroport international Lester B. Pearson (p. 1-29).

À la suite de l'introduction de la LCEE et du PEEE et des décisions judiciaires qui s'en sont ensuivies, la Garde côtière canadienne, en vertu de la Loi sur la protection des eaux navigables, est tenue d'effectuer un examen et une évaluation des demandes en vue de se livrer à des travaux dans une voie navigable. Il existe plusieurs niveaux d'évaluation, qui peuvent aller du simple examen

**Technologie et efficacité:** Transports Canada doit adopter des stratégies techniques et financières pour moderniser ses grandes infrastructures. D'importants projets amélioreront la productivité et, par ricochet, permettront de réduire les frais d'exploitation. Au nombre des progrès technologiques qui influent sur notre Programme figurent les suivants:

- **Projets d'infrastructure de la navigation aérienne:** D'importants projets progressent, notamment le Projet de modernisation des radars (RAAMP), le Système d'atterrissage hyperfréquences (MLS) et l'Automatisation du système canadien de la circulation aérienne (CAAATS) (p. 3-26).
- **Systèmes précis de navigation maritime:** Une plus large place sera accordée à l'élaboration de systèmes précis de navigation maritime destinés au grand public et aux utilisateurs internes. La Garde côtière canadienne a formé un comité directeur chargé de coordonner la participation à diverses activités, ou leur organisation, par exemple le Positionnement et la vérification de la condition des aides flottantes (PVCFAF), la Navigation assistée par radar (NARA), le Système électronique de visualisation des cartes marines (SEVCM), le Système de positionnement automatisé des aides (SPAA) et le Système de positionnement global différentiel (SPGD). Il est fort probable que les services de navigation devront être considérablement améliorés tant dans le secteur maritime commercial que dans les opérations internes.

- **Technologie dans les domaines de la formation et de l'administration:** Le Ministère a utilisé plus de technologie dans les domaines de la formation et de l'administration afin d'améliorer la productivité. De nouvelles techniques de formation en contrôle de la circulation aérienne et en transport maritime (p. 1-27, 1-31) sont utilisées pour augmenter la qualité de la formation offerte par le Ministère. En outre, Transports Canada a entrepris l'élaboration d'un système financier ministériel intégré et d'un système de personnel intégré afin d'accroître l'efficacité dans ces secteurs. Le Ministère investira 48,8 millions de dollars dans ces deux systèmes avant leur mise au point en 1995.

En plus d'accroître la productivité par le recours à la technologie, Transports Canada continue de chercher des moyens de mieux gérer ses activités. Voici quelques-unes des mesures prises récemment:

- **Plan de modernisation du système de navigation aérienne (SNA):** Le plan qui déterminera l'avenir du système de navigation aérienne a été élaboré. Les travaux sont en cours en vue de transférer les Services d'information météorologique, à l'activité Aviation, des Services de l'environnement atmosphérique, et ils se poursuivront au cours des trois prochaines années. L'examen des politiques sur le niveau de service et l'évolution des besoins de l'Aviation se poursuit, et des améliorations au système de navigation aérienne continueront d'être apportées.

- **Budgétaires du gouvernement:** Le Ministère donnera suite à des mesures annoncées dans les budgets de février 1991 et 1992. Il entreprendra, par exemple, une étude de faisabilité sur la privatisation du Centre d'essai pour véhicules automobiles à Blainville (Qué.) (p. 1-30), et une autre sur la conversion de l'Institut de formation de Transports Canada (ITC) en organisme de service spécial.

- **Fonction publique 2000:** Le Ministère prendra des mesures axées sur les programmes de Fonction publique 2000 du gouvernement fédéral afin d'améliorer ses pratiques sur une large échelle. Plus particulièrement, le Ministère appliquera de nouvelles normes de classification (plan général d'évaluation des emplois - p. 1-31) et des programmes visés par la Loi sur la réforme de la Fonction publique afin d'améliorer la formation en gestion et d'accroître le niveau de responsabilité des gestionnaires en matière de classification et de dotation.



● **Importation des véhicules automobiles d'occasion:** Suite à l'adoption prévue du projet de loi S-8 à l'automne 1993 modifiant la Loi sur la sécurité des véhicules automobiles et la Loi sur la sécurité des pneus de véhicules automobiles, un règlement sera établi concernant l'importation des véhicules automobiles d'occasion sous le régime de l'accord canado-américain de libre-échange. Il est prévu que le coût de l'inspection et les frais liés à ce programme pourront être intégralement récupérés auprès du client (p. 1-31).

● **Activités de réglementation:** Le Ministère donnera suite aux recommandations formulées par le gouvernement dans son budget de février 1992 voulant que les règlements établis soient révisés afin que les pouvoirs de réglementation de l'État soient exercés de manière à maximiser la prospérité du Canada. Cet exercice déterminera comment les programmes de réglementation fédérale actuels influent sur notre compétitivité et proposera des moyens de les améliorer et de favoriser la collaboration entre gouvernements. Le suivi de ces recommandations sera donné en considération des activités de réglementation actuelles du Ministère dans les activités Garde côtière canadienne, Aviation et Surface, lesquelles visent principalement à améliorer la compétitivité du Canada par l'harmonisation des règlements, des normes et des procédures avec ceux de nos partenaires commerciaux (p. 1-28, 1-31, 1-33).

## Priorités opérationnelles

La **sûreté** est toujours la priorité dominante de Transports Canada. Les dossiers suivants revêtent une importance particulière en ce moment:

● **Commission d'enquête sur l'accident de Dryden:** La commission d'enquête sur l'écrasement d'un aéronef d'Air Ontario à Dryden le 10 mars 1989 a présenté son rapport définitif le 26 mars 1992. Suite à cet examen, des modifications ont été apportées en 1992-1993 aux procédures d'inspection et de surveillance ainsi qu'à l'élaboration des lois régissant la sûreté. Le Ministère consacrera 19,4 millions de dollars et 91 ETP aux programmes de mise en oeuvre en 1993-1994 (p. 1-28).

● **Contrôleurs de la circulation aérienne:** La pénurie de contrôleurs de la circulation aérienne a donné lieu à la mise à exécution d'un plan de dotation en 1991-1992. Il est prévu qu'un effectif complet de 2 195 contrôleurs de la circulation aérienne sera en place à la date prévue, soit en juin 1994 (p. 1-33).

● **Sûreté:** La sûreté suppose aussi la sécurité des usagers des services de transport, c.-à-d. leur protection contre des activités criminelles, terroristes ou dissidentes. Les consultations informelles sur l'élaboration d'un règlement sur la sécurité ferroviaire prendront fin au début de 1993-1994, et le projet de règlement sera publié dans la Gazette la même année. Dans l'ensemble du réseau de l'aviation, la sécurité a été renforcée, notamment en ce qui touche les marchandises, le courrier et les services de restauration, et les mesures d'alerte ont été complètement révisées. En 1993-1994 sera amorcé le programme plurannuel de remplacement du matériel de contrôle de la sécurité dans l'industrie de l'aviation.

- **Programme fédéral de traversiers:** Afin de régler les problèmes relevés, le Ministère poursuivra, en collaboration avec les provinces, l'amélioration de la gestion du programme fédéral de traversiers. En 1992-1993, des mesures ont été prises afin de remplacer la flotte de traversiers, de libéraliser les échanges commerciaux et d'établir une concurrence juste entre les services subventionnés et les services privés (p. 1-26).
- **Industrie canadienne des lignes aériennes:** En 1993-1994, le Ministère évaluera la nécessité de réajuster le cadre législatif régissant l'industrie canadienne des lignes aériennes. Des consultations seront menées pour explorer les mesures nécessaires pour minimiser les risques financiers des contribuables et pour appuyer un réseau canadien de lignes aériennes concurrentiel et viable.
- **Trains de voyageurs à grande vitesse:** Des études de faisabilité d'un service de trains de voyageurs à grande vitesse dans le corridor le plus achalandé, Québec-Windsor seront complétées, en 1993-1994, suite à la mise sur pied d'un comité de gestion de projet en 1992-1993. Un rapport assorti de recommandations devrait être présenté à l'automne 1993. Le coût des études, évalué à 6 millions de dollars, est assumé à part égale par Transports Canada, le gouvernement de l'Ontario et le gouvernement du Québec (p. 1-26).
- **Commission royale sur le transport des voyageurs au Canada:** Le rapport final de la commission a été publié en novembre 1992. La commission, créée en 1989, avait pour mandat d'informer le gouvernement des besoins des Canadiens ainsi que des rapports futurs entre les modes de transport. Le gouvernement appuie en principe les recommandations de la commission en ce qui a trait à la nécessité de mettre en place un secteur des transports économique, viable et souple, recourant le moins possible aux subventions. Les points soulevés par la commission seront étudiés conjointement avec tous les paliers de gouvernement, en considération des résultats de l'examen de la Loi sur les transports nationaux attendus en 1993. Les principes découlant de cet exercice orienteront les décisions concernant les réseaux de transport des passagers au Canada pour les trente prochaines années.
- **Examen de la Loi sur les transports nationaux:** Le rapport final de la commission d'examen de la Loi sur les transports nationaux a été présenté au ministre des Transports en janvier 1993. La commission a été mise sur pied en janvier 1992 pour entreprendre un examen du fonctionnement de la loi et de la réglementation économique dans les transports, pour lesquelles le Ministre est responsable; plus précisément pour la Loi nationale de 1987 sur les transports, la Loi sur le transport routier et la Loi dérogatoire sur les conférences maritimes. Une révision des recommandations contenues dans le rapport de la Commission royale sur le transport des voyageurs au Canada. Tout changement recommandé par la commission d'examen à la politique nationale sur les transports et la réglementation économique sera examiné conjointement avec l'industrie des transports et les provinces.
- **Accord bilatéral canado-américain:** Les négociations en vue de la conclusion d'un nouvel accord bilatéral canado-américain sur le transport aérien devraient aboutir en 1993-1994, après neuf séries de négociations (p. 1-32).



A. Plans pour 1993-1994 et rendement récent

1. Points saillants

Transports Canada embrasse la vision d'un réseau de transports moderne, mais il doit composer avec des pressions qui s'exercent non seulement sur le secteur des transports mais sur le pays en entier. De plus en plus pressé d'intensifier la réglementation dans des domaines comme la sécurité et l'environnement, Transports Canada doit néanmoins tenir compte de l'économie, de la concurrence et de la technologie. Les points saillants du rendement récent du Ministère sont décrits ci-après, ainsi que ses plans futurs dans des secteurs prioritaires qui lui permettent de faire face aux pressions actuelles et à l'évolution des besoins des Canadiens.

Priorités quant à l'élaboration de politiques

La **compétitivité** sera un facteur clé de la prospérité du Canada tout au long des années 90. Transports Canada tient compte de ce fait dans tous ses dossiers en surveillant et en évaluant la compétitivité au sein de l'industrie et en intervenant au besoin pour éliminer les obstacles susceptibles d'empêcher les transporteurs d'instaurer des réseaux intermodaux modernes ou d'utiliser la logistique à bon escient. Le Ministère porte son attention sur les secteurs d'activité suivants dans le but d'accroître la compétitivité de l'industrie des transports:

- **Initiative stratégique d'investissement en capital:** Le 2 décembre 1992, le ministre des Finances annonçait dans son Exposé économique et fiscal une initiative stratégique d'investissement en capital ayant trait à l'infrastructure et la haute technologie en matière de transport, de concert avec les provinces et le secteur privé. La participation fédérale au financement de cette initiative s'élève à 500 millions de dollars répartis sur les deux prochaines années. Des subventions et contributions, au montant de 140 millions de dollars, consacrées à l'amélioration des routes à travers le pays, figurent au Budget des dépenses du Ministère pour 1993-1994. Ces projets sont des initiatives fédérales-provinciales. Des projets d'immobilisations s'élevant à 30 millions de dollars et touchant le réseau des aéroports du Grand Nord canadien (5 millions de dollars) et le projet relié au Système d'atterrissage hyperfréquences (25 millions de dollars) figurent également à ce Budget. Finalement, une aide financière supplémentaire de 7 millions de dollars a été accordée au programme d'entretien accru des ponts Jacques-Cartier et Champlain.

- **Stratégie intégrée de transport terrestre des marchandises:** L'élaboration et la mise à exécution d'une stratégie intégrée de transport terrestre des marchandises sont prévues en 1993-1994. L'objectif sera d'étudier les problèmes des chemins de fer et des ports et de trouver des moyens de les régler. De vastes consultations seront tenues auprès de l'industrie et des gouvernements (p. 1-26).

- **Politique sur le recouvrement des coûts:** En 1990-1991, le Ministère a mené de vastes consultations aux quatre coins du pays au sujet d'un nouveau projet de politique sur le recouvrement des coûts. Les étapes de l'approbation et de la mise en oeuvre ont été retardées à cause de la récession. Le recouvrement accru des coûts demeure une priorité importante pour assurer le partage équitable des coûts entre les usagers et les contribuables, et pour accroître l'efficacité.

B. Emploi des autorisations en 1991-1992 - Volume II des Comptes publics

Crédit (en dollars)				Budget	Total	Emploi réel
1	Dépenses de fonctionnement	441 798 000	610 449 376	540 633 492		
2c	Remise de dette - Société des transports du Nord Limitée	-	4 000 000	4 000 000		
5	Dépenses en capital	663 598 000	549 907 342	533 227 389		
10	Subventions et contributions	231 735 117	195 535 119	192 856 373		
15	Paiement à la compagnie de navigation Canarcic Limitée	6 672 000	9 989 000	9 837 069		
16c	Paiement à l'Administration de pilotage de l'Atlantique et Champlain Inc.	-	448 000	448 000		
20	Paiement à la société Les ponts Jacques-Cartier	35 575 000	30 275 000	26 375 837		
25b	Paiements à la Société canadienne des ports	32 350 000	25 150 000	25 100 797		
27c	Paiement à l'Administration de pilotage des Grands Lacs	-	58 473 633	58 473 633		
28c	Paiement à l'Administration de pilotage des Laurentides	-	5 243 000	5 026 158		
30	Paiements à Marine Atlantique S.C.C.	144 558 000	127 547 489	127 233 000		
35	Paiements à VIA Rail Canada Inc.	411 900 000	438 936 000	434 950 091		
40	Paiement à l'Administration de la voie maritime du Saint-Laurent	28 700 000	28 700 000	28 700 000		
45	Paiement à la Compagnie des chemins de fer nationaux du Canada	9 000	9 000	8 802		
(S)	Ministre des Transports - Traitement et allocation pour automobile	51 100	51 100	51 100		
(S)	Abolition des péages sur le pont Victoria	2 815 000	2 908 327	2 908 327		
(S)	Contributions aux régimes d'avantages sociaux des employés	148 518 000	162 723 000	162 723 000		
(S)	Remboursements de montants portés au crédit de recettes dans l'année précédente	-	158 111	158 111		
(S)	Montants adjugés par la cour fédérale	-	507 863	507 863		
Total budgétaire						
2 148 279 217 2 251 861 360 2 154 069 042						
46c	(L) Paiements à la Société canadienne des ports relativement au Fonds de prêts interportuaire	-	30 000 000	30 000 000		
(S)	(L) Prêts à la Société canadienne des ports pour le fonds de roulement	-	10 000 000	-		
(S)	(L) Prêts à l'Administration de la voie maritime du Saint-Laurent	-	10 000 000	-		
Total non-budgétaire						
- 50 000 000 30 000 000						
Total du Programme - budgétaire et non budgétaire						
2 148 279 217 2 301 861 360 2 184 069 042						

Programme par activité

(en milliers de dollars)

Budget principal 1993-1994	Budget principal 1992-1993
Budget	Budgétaire

Fonctionnement	Dépenses en capital	Paiements de transferts	Moins: recettes à valoir sur le crédit	Total
Politiques et coordination <sup>1</sup>	558 266	10 326	280 697	-
Garde côtière canadienne <sup>2</sup>	549 689	147 927	1 742	667 601
Aviation	630 086	252 325	601	285 509
Aéroports	200 184	123 906	39 810	70 903
Surface	37 913	2 419	9 213	49 235
Administration du Ministère	172 935	29 712	396	184 329
	2 149 073	566 615	332 459	941 281
				2 106 866
				1 998 563

1. L'activité Politiques et coordination comprend des paiements aux sociétés d'Etat suivantes: Les ponts Jacques-Cartier et Champlain incorporée (36 764 000 \$, crédit 20); La Société canadienne des ports (600 000 \$, crédit 25); Marine Atlantique S.C.C. (132 393 000 \$, crédit 30); VIA Rail Canada Inc. (343 367 000 \$, crédit 35); et l'Administration de la voie maritime du Saint-Laurent (2 000 000 \$, crédit 40).
2. L'activité Garde côtière canadienne comprend des paiements à la compagnie de navigation Canarcic Limitée (2 657 000 \$, crédit 15) et l'Administration de pilotage des Laurentides (3 000 000 \$, Crédit 45).

On trouvera plus de détails concernant les crédits budgétaires accordés aux sociétés d'Etat à la Section III des Renseignements supplémentaires à partir de la page 3-48.

Crédits - Libellé et sommes demandées (suite)

Credit (en dollars) Budget principal 1993-1994

30	Palements à Marine Atlantique S.C.C. relativement: (i) aux coûts de la direction de cette société, paiements à des fins d'immobilisations et paiements pour des activités de transport, y compris les services de transport maritime suivants, conformément à des marchés conclus avec Sa Majesté: traversiers et terminus de Terre-Neuve; services côtiers et terminus de Terre-Neuve; traversiers et terminus de l'Île-du-Prince-Édouard; traversiers entre Yarmouth (N.-É.) et les états de la Nouvelle-Angleterre (États-Unis); traversiers entre Digby (N.-É.) et Saint John (N.-B.) et terminus; et (ii) aux paiements à l'égard des frais engagés par la compagnie pour assurer des prestations de retraite anticipée, des prestations de cessation d'emploi et d'autres prestations à ses employés lorsque ces coûts sont engagés par suite de la réduction du personnel ou de l'interruption ou de la diminution d'un service; (iii) à l'assistance financière à une filiale engagée dans la réparation et l'entretien des navires.	1 32 393 000
35	Palements à VIA Rail Canada Inc. relativement aux coûts de la direction de cette société, paiements à des fins d'immobilisations et paiements en vue de la prestation d'un service ferroviaire aux voyageurs au Canada conformément aux marchés conclus en vertu du sous-alinéa c)(i) du crédit 52d (Transports) de la Loi n° 1 de 1977 portant affectation de crédits, et paiements à une compagnie de chemin de fer à l'égard de la partie déterminée des frais engagés par la compagnie pour assurer des prestations de soutien du revenu, des indemnités de licenciement, des frais de réinstallation, des prestations de retraite anticipée, des prestations de cessation d'emploi et d'autres prestations à ses employés lorsque ces coûts sont engagés par suite de la mise en application des dispositions du marché ou de l'interruption d'un service ferroviaire aux voyageurs, conformément au sous-alinéa c)(ii) du crédit 52d (Transports) de la Loi n° 1 de 1977 portant affectation de crédits.	343 367 000
40	Palement à l'Administration du pont de Valleyfield y compris des dépenses d'immobilisations nécessaires.	2 000 000
45	Palement à l'Administration de pilotage des Laurentides à affecter au paiement de l'excédent des dépenses sur les recettes de l'Administration pour l'année civile 1993.	3 000 000

Transports		
1	Transports - Dépenses de fonctionnement et a) autorisation de consentir des avances recouvrables à l'égard des services de transport, d'arrimage et d'autres services de la marine marchande fournis pour le compte de particuliers, d'organismes indépendants et d'autres gouvernements au cours de l'exercice d'une juridiction ou par suite de l'exercice d'une juridiction en matière de navigation, y compris les aides à la navigation maritime; pendant l'exercice d'une juridiction ou par suite de l'exercice d'une juridiction en matière d'aéronautique; c) autorisation de faire des paiements de commissions pour le recouvrement de recettes conformément à la Loi sur l'aéronautique; d) sous réserve de l'alinéa e), autorisation de dépenser les recettes de l'année; et e) autorisation de dépenser un montant de recettes reçues dans l'année, au cours de l'exercice d'une juridiction ou par suite de l'exercice d'une juridiction, en matière d'aéronautique, montant qui soit égal, de l'avis du Ministre du revenu national, au montant net provenant, dans l'année, de l'impôt sur le transport par avion à payer en vertu de la partie II de la Loi sur la taxe d'accise.	560 484 000
5	Transports - Dépenses en capital, y compris les contributions pour les travaux de construction exécutés par des provinces ou des municipalités, des autorités locales, des entrepreneurs privés.	566 615 000
10	Transports - Subventions inscrites au Budget et contributions, y compris les paiements effectués à titre de supplément aux allocations de pension prévues dans la Loi sur la caisse de prévoyance des employés des chemins de fer de l'intercolonial et de l'Île-du-Prince-Édouard.	328 647 005
15	Paiement à la Compagnie de navigation Canarctic Limitée à affecter par celle-ci au paiement de l'excédent des dépenses sur les recettes de la compagnie pour l'année civile 1993.	2 657 000
20	Paiement à la société Les ponts Jacques-Cartier et Champlain incorporée à affecter au paiement de l'excédent des dépenses sur les recettes de la société (à l'exception de l'amortissement des immobilisations et des réserves) relativement à l'exploitation des ponts Jacques-Cartier et Champlain à Montréal.	36 764 000
25	Paiements à la Société canadienne des ports pour les coûts de l'électricité au port de Churchill, Manitoba.	600 000



## Autorisations de dépenser

### A. Autorisations pour 1993-1994 - Partie II du Budget des dépenses

L'autorisation est demandée de dépenser 1 976 527 005 \$ pour mettre en oeuvre le Programme des transports au cours de l'exercice financier 1993-1994. Certaines lois actuelles autorisent des dépenses supplémentaires nettes se chiffrant à 130 339 100 \$.

### Besoins financiers par autorisation

Credit (en milliers de dollars)

Budget principal  
1993-1994

Budget principal  
1992-1993

1	Dépenses de fonctionnement	560 484	429 682
5	Dépenses en capital	566 615	617 112
10	Subventions et contributions	328 647	198 285
15	Paiement à la Compagnie de navigation Canarcic Limitée	2 657	5 721
20	Paiement à la société Les ponts Jacques-Cartier et Champlain Inc.	36 764	32 658
25	Paiements à la Société canadienne des ports	600	1 750
30	Paiements à Marine Atlantique S.C.C.	132 393	140 458
35	Paiements à VIA Rail Canada Inc.	343 367	361 900
40	Paiement à l'Administration de la voie maritime du Saint-Laurent pour le pont de Valleyfield	2 000	-
45	Paiement à l'Administration de pilotage des Laurentides	3 000	2 737
(S)	Ministre des Transports - Traitement et allocation pour automobile	51	51
(S)	Abolition des péages sur le pont Victoria	3 812	3 054
(S)	Contributions aux régimes d'avantages sociaux des employés	126 476	156 152
-	Paiement à la Compagnie des chemins de fer nationaux du Canada	-	3
-	Paiement à l'Administration de la voie maritime du Saint-Laurent pour le canal Welland	-	29 000
Total budgétaire		2 106 866	1 978 563
Paiement à la Société canadienne des ports relativement au Fonds de prêts interportuaire		-	20 000
Total non budgétaire		-	20 000
Total du Programme		2 106 866	1 998 563

# Table des matières

<b>Autorisations de dépenses</b>	
A. Autorisations pour 1993-1994 - Partie II du Budget des dépenses	1-4
B. Emploi des autorisations en 1991-1992 - Volume II des Comptes publics	1-8

## Section I

### Aperçu du Programme

A. Plans pour 1993-1994 et rendement récent	1-9
1. Points saillants	1-9
2. Sommaires des besoins financiers	1-15
B. Données de base	1-20
1. Introduction	1-20
2. Mandat	1-20
3. Objectif du Programme	1-20
4. Organisation du Programme en vue de son exécution	1-20
C. Perspective de planification	1-24
1. Facteurs externes qui influent sur le Programme	1-24
2. Initiatives	1-26
3. État des initiatives annoncées antérieurement	1-32
D. Efficacité du Programme	1-36

## Section II

### Analyse par activité

A. Politiques et coordination	2-1
B. Garde côtière canadienne	2-15
C. Aviation	2-39
D. Aéroports	2-56
E. Surface	2-65
F. Administration du Ministère	2-80

## Section III

### Renseignements supplémentaires

A. Aperçu des ressources du Programme	3-1
1. Besoins financiers par article	3-1
2. Besoins en personnel	3-2
3. Dépenses en capital	3-4
4. Paiements de transfert	3-30
5. Recettes	3-35
6. Prêts, dotations en capital et avances	3-40
7. Coût net du Programme	3-42
B. Autres renseignements	3-43
1. Flotte de la Garde côtière canadienne	3-43
2. Investissement dans la flotte de la Garde côtière canadienne	3-44
3. Caisse d'indemnisation des dommages dus à la pollution par les hydrocarbures	3-45
4. Détails sur les mandats légaux	3-46
5. Sommaires du financement par voie de crédits - sociétés d'État	3-48
6. Plan Vert	3-51

## Index

Ce plan de dépenses est conçu pour servir de document de référence. Il contient plusieurs niveaux de détails pour répondre aux divers besoins des utilisateurs.

Le plan est divisé en trois sections : la Section I donne un aperçu du Programme et un résumé de ses plans et de son rendement actuel. Pour les personnes qui désirent plus de détails, la Section II indique, pour chaque activité, les résultats prévus et les autres renseignements essentiels sur le rendement qui justifient les ressources demandées. La Section III fournit de plus amples renseignements sur les coûts et les ressources ainsi que des analyses spéciales qui permettront au lecteur de mieux comprendre le Programme.

La Section I est précédée des autorisations de dépenser provenant de la Partie II du Budget des dépenses et du volume II des Comptes publics, ce qui assure une certaine continuité avec les autres documents budgétaires et permet d'évaluer les résultats financiers du Programme au cours de la dernière année.

Ce document est conçu pour permettre au lecteur de trouver facilement les renseignements qu'il cherche. La table des matières donne le contenu de chaque section et l'état financier de la Section I comprend des renvois aux renseignements plus détaillés figurant dans la Section II. De plus, dans tout le document, des renvois permettent au lecteur de trouver plus de renseignements sur les postes de dépenses qui l'intéressent particulièrement.

Transports Canada est un ministère à programme unique comportant six activités principales : Politiques et coordination, Garde côtière canadienne, Aviation, Aéroports, Surface, et Administration du Ministère.

Cette structure à programme unique et à activités multiples permet au Ministre et à son Ministère d'exécuter une combinaison de programmes leur permettant de réaliser divers objectifs opérationnels, de réglementation, de recherche et de politique dans un cadre de financement précis.

À noter que, conformément aux principes qui sous-tendent le budget de fonctionnement, l'utilisation des ressources dont il est fait état dans le plan des dépenses doit être mesurée en "équivalents temps plein" (ETP). L'ETP exprime la durée du travail fourni par l'employé chaque semaine à l'aide du coefficient des heures désignées, divisées par les heures régulières de travail.



## Les documents budgétaires

Le Budget des dépenses du gouvernement du Canada est divisé en trois parties. Commençant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder. Dans les documents de la Partie III, on fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes surtout axés sur les résultats attendus en contrepartie de l'argent dépensé.

Les instructions sur la façon de se procurer ces documents se trouvent sur le bon de commande qui accompagne la Partie II.

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Transports Canada



Budget des dépenses  
1993-1994

Partie III

Plan de dépenses





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